

# EXHIBIT G

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**From:** Levinson, Marc A.  
**Sent:** Tuesday, September 26, 2017 8:26 AM  
**To:** Mandy Jeffcoach (mandy.jeffcoach@mccormickbarstow.com) <mandy.jeffcoach@mccormickbarstow.com>; 'Tim Thompson' <Tim.Thompson@mccormickbarstow.com>  
**Cc:** Grossman, Marshall <mgrossman@orrick.com>  
**Subject:** Tulare Local Healthcare District -- Financial reports for June through December 2015

Mandy and Tim,

Here's the second of the several emails I'll be sending you today, each including District financial information. As noted in the first email, HCCA reserves the right to disagree with the breadth, timing and true purpose of your September 11, 2017 document requests. Given the flurry of litigation since our September 5, 2017 meeting, HCCA has not only been operating the Hospital but it has had to engage in shortened notice litigation, most of which was precipitated by your firm and its claimed clients.

This second installment includes financials for the second six months of 2015.

As discussed in my email to you of a few minutes ago, each of the documents in each of the pdf's was prepared in the ordinary course of the District's and HCCA's businesses. And, as described in that email, all the reports were presented formally in an open meeting of the District Board's Finance Committee on the month of their release, and formally to the Board of Directors at its regular monthly meetings. The regular Board meeting is usually held the day after the Finance Committee meeting. The financials were included in each individual Board member's three ring binder. The binders are made available to Board members two days before the Board meeting. In addition, copies are distributed during the Finance Committee meeting. Finally, these are generally (but not always) posted on the website as well.

Marc

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**Tulare Local Health Care District**  
**Balance sheet for the period ended July 31, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 17,036,831	\$ 10,502,792	\$ 6,534,039	62.2%
Ltd use assets avail for curr debt srvc	4,401,087	5,819,757	(1,418,670)	-24.4%
Patient accounts receivable:				
Gross pt accounts receivable	45,125,826	34,914,287	10,211,539	29.2%
Contractual allowances	(32,101,146)	(24,242,590)	(7,858,556)	32.4%
Provision for bad debts & charity	(2,143,257)	(3,423,774)	1,280,517	-37.4%
Net pt accounts receivable	<u>10,881,423</u>	<u>7,247,923</u>	<u>3,633,500</u>	50.1%
Other receiv. & phys. advances				
Tax revenue receivable	143,999	37,721	106,278	281.7%
Misc receivables	6,304,927	10,233,874	(3,928,947)	-38.4%
Physician advances	5,166	19,090	(13,924)	-72.9%
Total other receivables	<u>6,454,092</u>	<u>10,290,685</u>	<u>(3,836,593)</u>	-37.3%
Inventories	1,214,624	946,021	268,603	28.4%
Prepaid expenses & deposits	<u>1,077,525</u>	<u>590,647</u>	<u>486,878</u>	82.4%
Total current assets	41,065,582	35,397,825	5,667,757	16.0%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	376,520	(376,520)	-100.0%
Restricted trust funds, other	4,680,435	6,935,970	(2,255,535)	-32.5%
Total limited use assets	<u>4,680,435</u>	<u>7,312,490</u>	<u>(2,632,055)</u>	-36.0%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	43,402,724	43,025,029	377,695	0.9%
Leasehold improvements	28,797	28,797	-	0.0%
Major movable equipment	32,162,501	31,793,863	368,638	1.2%
Construction in progress	<u>135,171,572</u>	<u>125,852,814</u>	<u>9,318,758</u>	7.4%
Gross capital assets	214,067,465	204,002,374	10,065,091	4.9%
Accumulated depreciation	<u>(58,297,017)</u>	<u>(54,272,687)</u>	<u>(4,024,330)</u>	7.4%
Net capital assets	155,770,448	149,729,687	6,040,761	4.0%
Bond issuance costs & other assets	952,973	1,141,432	(188,459)	-16.5%
Intercompany receivable	-	-	-	-
<b>TOTAL ASSETS</b>	<u>\$ 202,469,438</u>	<u>\$ 193,581,434</u>	<u>\$ 8,888,004</u>	4.6%

Tulare Local Health Care District  
Balance sheet for the period ended July 31, 2015  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,258,006	\$ 1,936,097	\$ 321,909	16.6%
Accounts payable	11,097,165	9,538,497	\$ 1,558,668	16.3%
Other accrued liabilities	2,283,434	2,371,846	\$ (88,412)	-3.7%
Accrued payroll & related liabilities	1,001,773	2,000,187	\$ (998,414)	-49.9%
Post-retiree health benefits	-	66,416	\$ (66,416)	-100.0%
Est current 3rd party payor settlements	1,152,627	1,937,777	\$ (785,150)	-40.5%
Self insurance program accrual	176,004	1,147,974	\$ (971,970)	-84.7%
<b>Total current liabilities</b>	<b>17,969,009</b>	<b>18,998,794</b>	<b>(1,029,785)</b>	<b>-5.4%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	8,766,286	8,957,528	(191,242)	-2.1%
Debt borrowings, net of curr maturities	99,497,973	105,054,429	(5,556,456)	-5.3%
<b>TOTAL LIABILITIES</b>	<b>126,233,268</b>	<b>133,010,751</b>	<b>(6,777,483)</b>	<b>-5.1%</b>
<b>Net assets:</b>				
Net investment in capital assets	43,118,923	40,367,972	2,750,951	6.8%
Restricted by bond indenture-debt svc	15,728,013	12,755,727	2,972,286	23.3%
Unrestricted	17,739,062	6,493,153	11,245,909	173.2%
Net income, corporate	1,102,158	953,829	148,329	15.6%
<b>Total net assets</b>	<b>77,688,156</b>	<b>60,570,681</b>	<b>17,117,475</b>	<b>28.3%</b>
Intercompany payable	(1,451,986)	-	(1,451,986)	100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 202,469,438</b>	<b>\$ 193,581,432</b>	<b>\$ 8,888,006</b>	<b>4.6%</b>

**Tulare County Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended July 31, 2015**

unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
<b>Patient Revenue:</b>							
\$ 3,592,317	\$ 3,882,353	\$ (290,036)	-7.5%	\$ 3,592,317	\$ 3,882,353	\$ (290,036)	-7.5%
5,881,630	5,441,287	440,343	8.1%	5,881,630	5,441,287	440,343	8.1%
13,127,237	11,499,700	1,627,537	14.2%	13,127,237	11,499,700	1,627,537	14.2%
22,601,184	20,823,340	1,777,844	8.5%	22,601,184	20,823,340	1,777,844	8.5%
(16,498,083)	(14,600,850)	(1,897,233)	13.0%	(16,498,083)	(14,600,850)	(1,897,233)	13.0%
837,302	837,302	0	100.0%	837,302	837,302	0	100.0%
(121,986)	(19,679)	(102,307)	519.9%	(121,986)	(19,679)	(102,307)	519.9%
(593,271)	(186,671)	(406,600)	217.8%	(593,271)	(186,671)	(406,600)	217.8%
(16,376,038)	(14,807,200)	(1,568,838)	10.6%	(16,376,038)	(14,807,200)	(1,568,838)	10.6%
6,225,146	6,016,140	209,006	3.5%	6,225,146	6,016,140	209,006	3.5%
420,360	284,074	136,286	48.0%	420,360	284,074	136,286	48.0%
<b>6,645,506</b>	<b>6,300,214</b>	<b>345,292</b>	<b>5.5%</b>	<b>6,645,506</b>	<b>6,300,214</b>	<b>345,292</b>	<b>5.5%</b>
<b>Operating expenses:</b>							
27,021	1,778,854	(1,751,833)	-98.5%	27,021	1,778,854	(1,751,833)	-98.5%
26,187	716,104	(689,917)	-96.3%	26,187	716,104	(689,917)	-96.3%
443,918	250,025	193,893	77.5%	443,918	250,025	193,893	77.5%
473,647	343,676	129,971	37.8%	473,647	343,676	129,971	37.8%
933,451	900,010	33,441	3.7%	933,451	900,010	33,441	3.7%
908,280	1,111,864	(203,584)	-18.3%	908,280	1,111,864	(203,584)	-18.3%
2,576,882	2,576,882	0	100.0%	2,576,882	2,576,882	0	100.0%
29,045	10,050	18,995	189.0%	29,045	10,050	18,995	189.0%
166,218	201,510	(35,292)	-17.5%	166,218	201,510	(35,292)	-17.5%
69,965	74,997	(5,032)	-6.7%	69,965	74,997	(5,032)	-6.7%
89,723	93,153	(3,430)	-3.7%	89,723	93,153	(3,430)	-3.7%
340,032	356,561	(16,529)	-4.6%	340,032	356,561	(16,529)	-4.6%
86,168	112,110	(25,942)	-23.1%	86,168	112,110	(25,942)	-23.1%
6,170,537	5,948,914	221,623	3.7%	6,170,537	5,948,914	221,623	3.7%
<b>474,969</b>	<b>351,300</b>	<b>123,669</b>	<b>35.2%</b>	<b>474,969</b>	<b>351,300</b>	<b>123,669</b>	<b>35.2%</b>
144,000	132,000	12,000	9.1%	144,000	132,000	12,000	9.1%
15,355	7,445	7,910	106.2%	15,355	7,445	7,910	106.2%
(64,563)	(66,359)	1,796	-2.7%	(64,563)	(66,359)	1,796	-2.7%
25,034	22,269	2,765	12.4%	25,034	22,269	2,765	12.4%
119,826	95,355	24,471	25.7%	119,826	95,355	24,471	25.7%
594,795	446,655	148,140	33.2%	594,795	446,655	148,140	33.2%
507,363	507,175	188	0.0%	507,363	507,175	188	0.0%
<b>1,102,158</b>	<b>953,830</b>	<b>148,328</b>	<b>15.6%</b>	<b>1,102,158</b>	<b>953,830</b>	<b>148,328</b>	<b>15.6%</b>
<b>Other income</b>							
119,826	95,355	24,471	25.7%	119,826	95,355	24,471	25.7%
594,795	446,655	148,140	33.2%	594,795	446,655	148,140	33.2%
507,363	507,175	188	0.0%	507,363	507,175	188	0.0%
<b>1,102,158</b>	<b>953,830</b>	<b>148,328</b>	<b>15.6%</b>	<b>1,102,158</b>	<b>953,830</b>	<b>148,328</b>	<b>15.6%</b>

are Local Health Care District  
/s cash on hand for the period ended July 31, 2015

UNAUDITED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
th & cash equivalents (t)	\$ 17,036,831											
al operating expenses for 3 months	18,301,104											
l interest expenses for 3 months	193,999											
s depreciation/amort. For 3 months	(1,023,111)											
operating expenses For 3 months	\$ 17,471,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s in period	92											
ly operating expense	\$ 189,913	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s cash on hand	89,71											

xcludes all restricted funds, e.g. bond reserve fund

Tulare Local Health Care District  
Refunding Revenue Bonds, Series 2007  
Long-Term Debt Service Coverage Ratio (DSCR) Computation  
For the month ended July 31, 2015

Income Available For Debt Service

Increase in net assets	\$	1,102,158
Add:		
Interest Expense		64,563
Depreciation		340,032
Less:		
District Taxes Related to General Obligation Bonds Debt Service		<u>(507,363)</u>
Total Income Available For Debt Service		999,390
Maximum Annual Debt Service	\$	2,744,112
Debt Service Coverage Ratio		4.2881

**Tulare Local Health Care District**  
 Refunding revenue bonds, series 2007 - continuing disclosure report  
 For the month ended July 31, 2015, unaudited

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>HISTORICAL UTILIZATION STATISTICS</b>						
Licensed beds	112	112	112	112	112	112
Available beds	103	103	103	103	103	103
Patient days	22,268	21,040	18,310	14,422	14,677	1,203
Discharges	5,893	5,368	4,732	3,807	3,726	306
Average daily census	61	57	50	40	40	39
Occupancy percentage (1)	59%	56%	49%	38%	39%	38%
Average length of stay in days	3.78	3.92	3.87	3.79	3.94	3.93
Emergency room visits	31,612	31,356	30,753	31,188	35,374	2,633
Outpatient visits (2)	85,143	101,094	82,961	71,653	69,422	5,833
Outpatient surgeries	1,839	1,785	1,563	1,675	1,942	198
<b>SOURCES OF PATIENT SERVICE REVENUE</b>						
Medicare	35%	34%	34%	30%	34%	29%
Medi-Cal	39%	34%	34%	42%	44%	46%
Commercial Insurance	19%	20%	20%	18%	18%	19%
Self Pay and All Other	7%	12%	12%	10%	4%	6%
<b>OTHER STATISTICS</b>						
Number of active medical staff	89	113	90	92	79	120
Number of employees	535	573	587	550	543	541

(1) based on available beds

(2) Includes clinics, home health and referred visits. Excludes emergency and outpatient surgery visits

**Tulare Local Health Care District**  
**Balance sheet for the period ended August 31, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 14,651,637	\$ 13,595,427	\$ 1,056,210	7.8%
Ltd use assets avail for curr debt srvc	4,401,087	4,316,310	84,777	2.0%
Patient accounts receivable:				
Gross pt accounts receivable	51,003,258	35,081,096	15,922,162	45.4%
Contractual allowances	(37,179,433)	(24,600,825)	(12,578,608)	51.1%
Provision for bad debts & charity	(1,965,128)	(2,907,813)	942,685	-32.4%
Net pt accounts receivable	<u>11,858,697</u>	<u>7,572,458</u>	<u>4,286,239</u>	56.6%
Other receiv. & phys. advances				
Tax revenue receivable	287,999	169,721	118,278	69.7%
Misc receivables	7,061,634	10,738,548	(3,676,914)	-34.2%
Physician advances	<u>4,736</u>	<u>26,854</u>	<u>(22,118)</u>	-82.4%
Total other receivables	7,354,369	10,935,123	(3,580,754)	-32.7%
Inventories	1,231,206	938,764	292,442	31.2%
Prepaid expenses & deposits	<u>1,042,714</u>	<u>697,637</u>	<u>345,077</u>	49.5%
Total current assets	40,539,710	38,055,719	2,483,991	6.5%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	68,458	(68,458)	-100.0%
Restricted trust funds, other	<u>4,791,526</u>	<u>4,754,831</u>	<u>36,695</u>	0.8%
Total limited use assets	4,791,526	4,823,289	(31,763)	-0.7%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	43,402,724	43,025,029	377,695	0.9%
Leasehold improvements	28,797	28,797	-	0.0%
Major movable equipment	32,310,336	31,801,653	508,683	1.6%
Construction in progress	<u>135,986,409</u>	<u>126,553,746</u>	<u>9,432,663</u>	7.5%
Gross capital assets	215,030,137	204,711,096	10,319,041	5.0%
Accumulated depreciation	<u>(58,623,190)</u>	<u>(54,615,188)</u>	<u>(4,008,002)</u>	7.3%
Net capital assets	156,406,947	150,095,908	6,311,039	4.2%
Bond issuance costs & other assets			-	0.0%
Intercompany receivable	<u>939,504</u>	<u>1,124,130</u>	<u>(184,626)</u>	-16.4%
<b>TOTAL ASSETS</b>	<u>\$ 202,677,687</u>	<u>\$ 194,099,046</u>	<u>\$ 8,578,641</u>	4.4%

Tulare Local Health Care District  
Balance sheet for the period ended August 31, 2015  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,139,223	\$ 1,835,896	\$ 303,327	16.5%
Accounts payable	10,907,473	11,387,656	\$ (480,183)	-4.2%
Other accrued liabilities	2,892,571	2,366,976	\$ 525,595	22.2%
Accrued payroll & related liabilities	141,688	2,027,836	\$ (1,886,148)	-93.0%
Post-retiree health benefits	-	66,833	\$ (66,833)	-100.0%
Est current 3rd party payor settlements	1,152,627	2,567,037	\$ (1,414,410)	-55.1%
Self insurance program accrual	280,000	1,226,271	\$ (946,271)	-77.2%
<b>Total current liabilities</b>	<b>17,513,582</b>	<b>21,478,505</b>	<b>(3,964,923)</b>	<b>-18.5%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	8,261,026	8,305,946	(44,920)	-0.5%
Debt borrowings, net of curr maturities	100,065,657	102,582,282	(2,516,625)	-2.5%
<b>TOTAL LIABILITIES</b>	<b>125,840,265</b>	<b>132,366,733</b>	<b>(6,526,468)</b>	<b>-4.9%</b>
<b>Net assets:</b>				
Net investment in capital assets	43,381,944	42,998,479	383,465	0.9%
Restricted by bond indenture-debt svc	15,839,104	9,071,142	6,767,962	74.6%
Unrestricted	17,364,951	7,547,232	9,817,719	130.1%
Net income, corporate	2,227,341	2,115,462	111,879	5.3%
<b>Total net assets</b>	<b>78,813,340</b>	<b>61,732,315</b>	<b>17,081,025</b>	<b>27.7%</b>
Intercompany payable	(1,975,917)	-	(1,975,917)	100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 202,677,688</b>	<b>\$ 194,099,048</b>	<b>\$ 8,578,640</b>	<b>4.4%</b>

**Tulare County Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended August 31, 2015**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
\$ 4,069,247	\$ 4,891,150	(821,903)	-16.8%	\$ 7,661,563	\$ 9,666,182	(2,004,619)	-20.7%
6,236,411	6,065,549	170,862	2.8%	12,118,041	12,755,052	(637,011)	-5.0%
13,701,608	13,119,122	582,486	4.4%	26,838,844	26,631,423	197,421	0.7%
24,007,266	24,075,821	(68,555)	-0.3%	46,608,448	49,052,657	(2,444,209)	-5.0%
(17,783,528)	(17,673,620)	(109,908)	0.6%	(34,281,611)	(35,852,506)	1,570,895	-4.4%
837,469	854,433	(16,964)	-2.0%	1,674,771	1,708,867	(34,096)	-2.0%
(5,854)	(41,645)	35,791	-85.9%	(127,839)	(84,921)	(42,918)	50.5%
(393,097)	(374,799)	(18,298)	4.9%	(986,368)	(785,701)	(200,667)	25.5%
(17,345,010)	(17,235,631)	(109,379)	0.6%	(33,721,047)	(35,014,261)	1,293,214	-3.7%
6,662,256	6,840,190	(177,934)	-2.6%	12,887,401	14,038,396	(1,150,995)	-8.2%
244,543	251,293	(6,750)	-2.7%	664,903	502,585	162,318	32.3%
6,906,799	7,091,483	(184,684)	-2.6%	13,552,304	14,540,981	(988,677)	-6.8%
Operating expenses:							
(19,514)	-	(19,514)	0.0%	27,021	27,021	-	0.0%
518,927	455,757	63,170	100.0%	6,672	1,679	4,993	297.4%
442,284	448,612	(6,328)	13.9%	962,846	911,514	51,332	5.6%
880,887	872,841	8,046	-1.4%	915,931	897,224	18,707	2.1%
765,812	852,447	(86,635)	0.9%	1,814,337	1,747,332	67,005	3.8%
3,023,749	2,974,784	48,965	-10.2%	1,674,093	1,813,989	(139,896)	-7.7%
12,479	29,149	(16,670)	1.6%	5,600,632	5,970,887	(370,255)	-6.2%
238,764	209,620	29,144	-57.2%	41,524	58,299	(16,775)	-28.8%
53,197	68,977	(15,780)	13.9%	404,982	424,241	(19,259)	-4.5%
35,017	68,333	(33,316)	-22.9%	123,161	137,954	(14,793)	-10.7%
339,642	362,419	(22,777)	-48.8%	124,740	136,666	(11,926)	-8.7%
150,261	90,469	59,792	-6.3%	679,674	725,228	(45,554)	-6.3%
6,441,505	6,433,408	8,097	66.1%	236,429	180,939	55,490	30.7%
465,294	658,075	(192,781)	0.1%	12,612,042	13,032,973	(420,931)	-3.2%
144,000	145,553	(1,553)	-29.3%	940,262	1,508,008	(567,746)	-37.6%
6,238	3,142	3,096	-1.1%	288,000	291,106	(3,106)	-1.1%
(64,399)	(65,419)	1,020	98.5%	21,593	6,284	15,309	243.6%
68,790	27,083	41,707	-1.6%	(128,962)	(131,000)	2,038	-1.6%
154,629	110,359	44,270	154.0%	93,824	54,166	39,658	73.2%
619,923	768,434	(148,511)	0.0%	274,455	220,556	53,899	24.4%
505,260	524,716	(19,456)	40.1%	1,214,717	1,728,564	(513,847)	-29.7%
1,125,183	1,293,150	(167,967)	-19.3%	1,012,623	1,049,432	(36,809)	-3.5%
\$ 1,225,183	\$ 1,293,150	(167,967)	-3.7%	\$ 2,227,340	\$ 2,777,996	(550,656)	-19.8%

are Local Health Care District  
 /s cash on hand for the period ended August 31, 2015

UNAUDITED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
h & cash equivalents (1)	\$ 17,036,831	\$ 14,651,637										
al operating expenses for 3 months	18,301,104	18,135,511										
l interest expenses for 3 months	193,999	193,593										
s depreciation/amort. for 3 months	(1,023,111)	(1,020,619)										
- operating expenses For 3 months	\$ 17,471,992	\$ 17,308,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s in period	92	92										
ly operating expense	\$ 189,913	\$ 188,136	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s cash on hand	89.71	77.88										

xcludes all restricted funds, e.g. bond reserve fund

Tulare Local Health Care District  
Refunding Revenue Bonds, Series 2007  
Long-Term Debt Service Coverage Ratio (DSCR) Computation  
For the two months ending August 31, 2015

Income Available For Debt Service

Increase in net assets	\$	2,227,340
Add:		
Interest Expense		128,962
Depreciation		679,674
Less:		
District Taxes Related to General Obligation Bonds Debt Service		<u>(1,012,623)</u>
Total Income Available For Debt Service		2,023,353
Maximum Annual Debt Service	\$	5,023,122
Debt Service Coverage Ratio		2.3714

# Tulare Local Health Care District

Refunding revenue bonds, series 2007 - continuing disclosure report  
For the two months ended August 31, 2015, unaudited

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
<b>HISTORICAL UTILIZATION STATISTICS</b>						
Licensed beds	112	112	112	112	112	112
Available beds	103	103	103	103	103	103
Patient days	22,098	22,268	21,040	18,310	14,422	14,677
Discharges	5,740	5,893	5,368	4,732	3,807	3,726
Average daily census	61	61	57	50	40	40
Occupancy percentage (1)	59%	59%	56%	49%	38%	39%
Average length of stay in days	3.85	3.78	3.92	3.87	3.79	3.94
Emergency room visits	33,024	31,612	31,356	30,753	31,188	35,374
Outpatient visits (2)	95,674	85,143	101,094	82,961	71,653	69,422
Outpatient surgeries	1,679	1,839	1,785	1,563	1,675	1,942
<b>SOURCES OF PATIENT SERVICE REVENUE</b>						
Medicare	35%	35%	34%	34%	30%	34%
Medi-Cal	33%	39%	34%	34%	42%	44%
Commercial Insurance	24%	19%	20%	20%	18%	18%
Self Pay and All Other	8%	7%	12%	12%	10%	4%
<b>OTHER STATISTICS</b>						
Number of active medical staff	87	89	113	90	92	79
Number of employees	591	535	573	587	550	543

(1) based on available beds

(2) Includes clinics, home health and referred visits. Excludes emergency and outpatient surgery visits

**Tulare Local Health Care District**  
**Balance sheet for the period ended September 30, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 13,021,920	\$ 14,982,239	\$ (1,960,319)	-13.1%
Ltd use assets avail for curr debt srvc	4,401,087	4,316,310	84,777	2.0%
Patient accounts receivable:				
Gross pt accounts receivable	52,542,780	35,589,367	16,953,413	47.6%
Contractual allowances	(38,079,817)	(25,303,017)	(12,776,800)	50.5%
Provision for bad debts & charity	(2,373,831)	(2,726,924)	353,093	-12.9%
Net pt accounts receivable	<u>12,089,132</u>	<u>7,559,426</u>	<u>4,529,706</u>	59.9%
Other receiv. & phys. advances				
Tax revenue receivable	431,999	301,721	130,278	43.2%
Misc receivables	7,687,557	11,751,330	(4,063,773)	-34.6%
Physician advances	<u>132,985</u>	<u>34,018</u>	<u>98,967</u>	290.9%
Total other receivables	<u>8,252,541</u>	<u>12,087,069</u>	<u>(3,834,528)</u>	-31.7%
Inventories	1,224,862	954,731	270,131	28.3%
Prepaid expenses & deposits	<u>1,027,866</u>	<u>817,598</u>	<u>210,268</u>	25.7%
Total current assets	40,017,408	40,717,373	(699,965)	-1.7%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	<u>4,919,872</u>	<u>4,671,523</u>	<u>248,349</u>	5.3%
Total limited use assets	<u>4,919,872</u>	<u>4,671,547</u>	<u>248,325</u>	5.3%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	43,402,724	43,322,708	80,016	0.2%
Leasehold improvements	28,797	28,797	-	0.0%
Major movable equipment	32,354,010	31,895,851	458,159	1.4%
Construction in progress	<u>136,688,725</u>	<u>127,230,109</u>	<u>9,458,616</u>	7.4%
Gross capital assets	215,776,127	205,779,336	9,996,791	4.9%
Accumulated depreciation	<u>(58,937,654)</u>	<u>(54,960,288)</u>	<u>(3,977,366)</u>	7.2%
Net capital assets	156,838,473	150,819,048	6,019,425	4.0%
Bond issuance costs & other assets			-	0.0%
Intercompany receivable	<u>926,035</u>	<u>1,106,828</u>	<u>(180,793)</u>	-16.3%
<b>TOTAL ASSETS</b>	<b><u>\$ 202,701,788</u></b>	<b><u>\$ 197,314,796</u></b>	<b><u>\$ 5,386,992</u></b>	<b>2.7%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended September 30, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,020,369	\$ 1,735,535	\$ 284,834	16.4%
Accounts payable	9,886,941	12,900,915	\$ (3,013,974)	-23.4%
Other accrued liabilities	2,858,611	2,372,482	\$ 486,129	20.5%
Accrued payroll & related liabilities	95,365	2,729,355	\$ (2,633,990)	-96.5%
Post-retiree health benefits	-	67,250	\$ (67,250)	-100.0%
Est current 3rd party payor settlements	1,161,902	2,450,551	\$ (1,288,649)	-52.6%
Self insurance program accrual	280,000	1,278,605	\$ (998,605)	-78.1%
<b>Total current liabilities</b>	<b>16,303,188</b>	<b>23,534,693</b>	<b>(7,231,505)</b>	<b>-30.7%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	7,777,931	8,305,946	(528,015)	-6.4%
Debt borrowings, net of curr maturities	100,633,342	103,153,182	(2,519,840)	-2.4%
<b>TOTAL LIABILITIES</b>	<b>124,714,461</b>	<b>134,993,821</b>	<b>(10,279,360)</b>	<b>-7.6%</b>
<b>Net assets:</b>				
Net investment in capital assets	43,364,639	43,182,646	181,993	0.4%
Restricted by bond indenture-debt svc	15,967,450	8,987,833	6,979,617	77.7%
Unrestricted	17,253,910	7,446,373	9,807,537	131.7%
Net income, corporate	3,377,246	2,704,122	673,124	24.9%
<b>Total net assets</b>	<b>79,963,245</b>	<b>62,320,974</b>	<b>17,642,271</b>	<b>28.3%</b>
Intercompany payable	(1,975,917)	-	(1,975,917)	100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 202,701,789</b>	<b>\$ 197,314,795</b>	<b>\$ 5,386,994</b>	<b>2.7%</b>

**Tulare County Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended September 30, 2015**

	Current period			unaudited		
	This year	Last year	YOY	% Δ		
\$	4,017,580	\$ 3,856,328	\$ 161,252	4.2%	Patient Revenue:	
	5,992,464	5,324,706	667,458	12.5%	Daily hospital services	
	12,700,763	10,658,417	2,042,346	19.2%	Inpatient ancillary services	
	22,710,507	19,839,451	2,871,056	14.5%	Outpatient ancillary services	
	(16,594,827)	(14,500,729)	(2,094,098)	14.4%	Gross patient revenue	
	837,469	867,000	(29,531)	-3.4%	Deductions from revenue:	
	(16,659)	(100,140)	83,501	-83.4%	Contractual allowances	
	(541,627)	(374,281)	(167,346)	44.7%	Supplemental funds	
	(16,315,624)	(14,108,150)	(2,207,474)	15.6%	Charity allowances	
	6,394,883	5,731,301	663,582	11.6%	Provision for uncollectibles	
	230,580	306,434	(75,854)	-24.8%	Total deductions from revenue	
	6,625,463	6,037,735	587,728	9.7%	Net patient revenue	
					Other operating revenue	
					Total operating revenue	
					Operating expenses:	
					Salaries & wages	
					Employee benefits	
					Professional fees	
					Professional fees, physicians	
					Supplies	
					Purchased services	
					Purchased HCCA Labor	
					Repairs & maintenance	
					Utilities & phone	
					Building & equipment rental	
					Insurance	
					Depreciation & amortization	
					Other operating expenses	
					Total operating expenses	
					Operating income	
					Tax revenues, general	
					Investment income	
					Interest expense	
					Grants & contributions	
					Other income	
					Total non-op revenue (expense)	
					Excess of revenues over exps.	
					District taxes for GO bond debt svc	
					Intergovernmental transfers	
					Increase in net assets	

are Local Health Care District  
 /s cash on hand for the period ended September 30, 2015

UNAUDITED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
th & cash equivalents (t)	\$ 17,036,831	\$ 14,651,637	\$ 13,021,920									
al operating expenses for 3 months	18,301,104	18,135,511	18,700,266									
d interest expenses for 3 months	193,999	193,593	192,963									
s depreciation/amort. For 3 months	(1,023,111)	(1,020,619)	(1,007,607)									
- operating expenses For 3 months	\$ 17,471,992	\$ 17,308,485	\$ 17,885,622	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s in period	92	92	92									
ly operating expense	\$ 189,913	\$ 188,136	\$ 194,409	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
/s cash on hand	89.71	77.88	65.98									

xcludes all restricted funds, e.g. bond reserve fund

Tulare Local Health Care District  
Refunding Revenue Bonds, Series 2007  
Long-Term Debt Service Coverage Ratio (DSCR) Computation  
For the three months ending September 30, 2015

Income Available For Debt Service

Increase in net assets	\$	3,377,246
Add:		
Interest Expense		192,963
Depreciation		1,007,607
Less:		
District Taxes Related to General Obligation Bonds Debt Service		<u>(1,517,883)</u>
Total Income Available For Debt Service		3,059,933
Maximum Annual Debt Service	\$	5,023,122
Debt Service Coverage Ratio		2.4168

**Tulare Local Health Care District**  
 Refunding revenue bonds, series 2007 - continuing disclosure report  
 For the three months ended September 30, 2015, unaudited

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>HISTORICAL UTILIZATION STATISTICS</b>						
Licensed beds	112	112	112	112	112	112
Available beds	103	103	103	103	103	103
Patient days	22,268	21,040	18,310	14,422	14,677	3,813
Discharges	5,893	5,368	4,732	3,807	3,726	954
Average daily census	61	57	50	40	40	41
Occupancy percentage (1)	59%	56%	49%	38%	39%	40%
Average length of stay in days	3.78	3.92	3.87	3.79	3.94	4.00
Emergency room visits	31,612	31,356	30,753	31,188	35,374	8,353
Outpatient visits (2)	85,143	101,094	82,961	71,653	69,422	17,176
Outpatient surgeries	1,839	1,785	1,563	1,675	1,942	554
<b>SOURCES OF PATIENT SERVICE REVENUE</b>						
Medicare	35%	34%	34%	30%	34%	31%
Medi-Cal	39%	34%	34%	42%	44%	45%
Commercial Insurance	19%	20%	20%	18%	18%	19%
Self Pay and All Other	7%	12%	12%	10%	4%	6%
<b>OTHER STATISTICS</b>						
Number of active medical staff	89	113	90	92	79	126
Number of employees	535	573	587	550	543	544

(1) based on available beds

(2) Includes clinics, home health and referred visits. Excludes emergency and outpatient surgery visits

Tulare Local Health Care District  
Balance sheet for the period ended October 31, 2015  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 11,537,032	\$ 13,333,976	\$ (1,796,944)	-13.5%
Ltd use assets avail for curr debt srvc	4,401,087	4,316,310	84,777	2.0%
Patient accounts receivable:				
Gross pt accounts receivable	52,682,679	37,266,341	15,416,338	41.4%
Contractual allowances	(37,984,842)	(26,780,763)	(11,204,079)	41.8%
Provision for bad debts & charity	(2,700,418)	(2,341,406)	(359,012)	15.3%
Net pt accounts receivable	<u>11,997,419</u>	<u>8,144,172</u>	<u>3,853,247</u>	47.3%
Other receiv. & phys. advances				
Tax revenue receivable	575,999	433,721	142,278	32.8%
Misc receivables	9,532,113	12,470,875	(2,938,762)	-23.6%
Physician advances	263,971	19,416	244,555	1259.6%
Total other receivables	<u>10,372,083</u>	<u>12,924,012</u>	<u>(2,551,929)</u>	-19.7%
Inventories	1,245,685	938,455	307,230	32.7%
Prepaid expenses & deposits	<u>1,106,858</u>	<u>765,740</u>	<u>341,118</u>	44.5%
Total current assets	40,660,164	40,422,665	237,499	0.6%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	5,035,664	4,787,981	247,683	5.2%
Total limited use assets	<u>5,035,664</u>	<u>4,788,005</u>	<u>247,659</u>	5.2%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	43,402,724	43,322,708	80,016	0.2%
Leasehold improvements	28,797	28,797	-	0.0%
Major movable equipment	32,358,575	32,009,361	349,214	1.1%
Construction in progress	<u>137,666,367</u>	<u>127,698,909</u>	<u>9,967,458</u>	7.8%
Gross capital assets	216,758,334	206,361,646	10,396,688	5.0%
Accumulated depreciation	<u>(59,250,744)</u>	<u>(55,305,006)</u>	<u>(3,945,738)</u>	7.1%
Net capital assets	157,507,590	151,056,640	6,450,950	4.3%
Bond issuance costs & other assets	937,367	1,089,526	(152,159)	-14.0%
Intercompany receivable	-	355,947	(355,947)	-100.0%
<b>TOTAL ASSETS</b>	<u>\$ 204,140,785</u>	<u>\$ 197,712,783</u>	<u>\$ 6,428,002</u>	3.3%

**Tulare Local Health Care District**  
**Balance sheet for the period ended October 31, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 615,230	\$ 1,602,851	\$ (987,621)	-61.6%
Accounts payable	11,613,124	13,676,429	\$ (2,063,305)	-15.1%
Other accrued liabilities	2,724,264	2,416,087	\$ 308,177	12.8%
Accrued payroll & related liabilities	269,887	1,680,757	\$ (1,410,870)	-83.9%
Post-retiree health benefits	-	-	\$ -	0.0%
Est current 3rd party payor settlements	1,161,902	2,203,048	\$ (1,041,146)	-47.3%
Self insurance program accrual	169,000	1,314,012	\$ (1,145,012)	-87.1%
<b>Total current liabilities</b>	<b>16,553,407</b>	<b>22,893,184</b>	<b>(6,339,777)</b>	<b>-27.7%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	7,272,671	8,305,946	(1,033,275)	-12.4%
Debt borrowings, net of curr maturities	101,201,027	103,153,182	(1,952,155)	-1.9%
<b>TOTAL LIABILITIES</b>	<b>125,027,105</b>	<b>134,352,312</b>	<b>(9,325,207)</b>	<b>-6.9%</b>
<b>Net assets:</b>				
Net investment in capital assets	44,871,210	43,182,646	1,688,564	3.9%
Restricted by bond indenture-debt svc	16,083,243	8,987,833	7,095,410	78.9%
Unrestricted	15,631,546	7,802,321	7,829,225	100.3%
Net income, corporate	4,503,598	3,387,671	1,115,927	32.9%
<b>Total net assets</b>	<b>81,089,597</b>	<b>63,360,471</b>	<b>17,729,126</b>	<b>28.0%</b>
Intercompany payable	(1,975,917)	-	(1,975,917)	100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 204,140,785</b>	<b>\$ 197,712,783</b>	<b>\$ 6,428,002</b>	<b>3.3%</b>

**Tulare County Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended October 31, 2015**  
 unaudited

	Current period			% Δ	Year to date			% Δ
	This year	Last year	YOY		This year	Last year	YOY	
\$	3,368,298	\$ 3,874,817	\$ (506,519)	-13.1%	\$ 15,047,441	\$ 15,484,282	\$ (436,841)	-2.8%
	5,501,543	5,719,730	(218,187)	-3.8%	23,611,749	21,251,113	2,360,636	11.1%
	12,410,178	11,370,202	1,039,976	9.1%	51,939,783	44,420,056	7,519,729	16.9%
	21,280,019	20,964,749	315,270	1.5%	90,598,975	81,155,451	9,443,524	11.6%
	(16,110,129)	(14,884,589)	(1,225,540)	8.2%	(66,986,567)	(57,920,019)	(9,066,548)	15.7%
	1,618,059	602,693	1,015,366	168.5%	4,130,299	2,413,693	1,716,606	71.1%
	(30,026)	(56,549)	26,523	-46.9%	(174,504)	(201,781)	27,277	-13.5%
	(142,835)	(287,543)	144,708	-50.3%	(1,670,830)	(1,209,200)	(461,630)	38.2%
	(14,664,931)	(14,625,988)	(38,943)	0.3%	(64,701,602)	(56,917,307)	(7,784,295)	13.7%
	6,615,088	6,338,761	276,327	4.4%	25,897,373	24,238,144	1,659,229	6.8%
	211,151	275,098	(63,947)	-23.2%	1,106,634	1,159,461	(52,827)	-4.6%
	<b>6,826,239</b>	<b>6,613,859</b>	<b>212,380</b>	<b>3.2%</b>	<b>27,004,007</b>	<b>25,397,605</b>	<b>1,606,402</b>	<b>6.3%</b>
Operating expenses:								
	1,839,070	1,839,070	(1,839,070)	-100.0%	27,021	7,150,783	(7,123,762)	-99.6%
	(11,837)	595,055	(606,892)	-102.0%	(65,417)	2,745,971	(2,811,388)	-102.4%
	964,384	534,722	429,662	80.4%	2,112,588	1,297,318	815,270	62.8%
	340,130	418,072	(77,942)	-18.6%	1,582,807	1,542,994	39,813	2.6%
	803,610	849,693	(46,083)	-5.4%	3,564,269	3,312,484	251,785	7.6%
	1,244,545	1,080,011	164,534	15.2%	3,860,284	4,269,686	(409,402)	-9.6%
	2,348,741	-	2,348,741	100.0%	10,920,780	-	10,920,780	100.0%
	37,220	34,060	3,160	9.3%	113,754	87,028	26,726	30.7%
	159,262	167,814	(8,552)	-5.1%	714,713	762,164	(47,451)	-6.2%
	64,886	56,950	7,936	13.9%	257,422	282,460	(25,038)	-8.9%
	(44,974)	77,678	(122,652)	-157.9%	145,792	322,686	(176,894)	-54.8%
	326,559	358,187	(31,628)	-8.8%	1,334,165	1,428,771	(94,606)	-6.6%
	110,211	79,437	30,774	38.7%	474,824	312,942	161,882	51.7%
	6,342,737	6,090,749	251,988	4.1%	25,043,002	23,555,287	1,487,715	6.3%
	<b>483,502</b>	<b>523,110</b>	<b>(39,608)</b>	<b>-7.6%</b>	<b>1,951,005</b>	<b>1,842,318</b>	<b>108,687</b>	<b>6.4%</b>
	144,000	132,000	12,000	9.1%	576,000	528,000	48,000	9.1%
	18,629	6,342	12,287	193.7%	41,979	(71,746)	113,725	158.5%
	(64,458)	(4,429)	(60,029)	1355.4%	(257,420)	(203,260)	(54,160)	26.6%
	39,419	26,524	12,895	48.6%	158,892	278,605	(119,713)	-43.0%
	-	-	-	0.0%	-	-	-	0.0%
	137,590	150,437	(12,847)	-8.5%	519,451	531,599	(12,148)	-2.3%
	621,092	683,547	(62,455)	-9.1%	2,480,456	2,373,917	106,539	4.5%
	505,260	-	505,260	100.0%	2,023,143	1,013,756	1,009,387	99.6%
	-	-	-	-	-	-	-	-
	<b>1,126,352</b>	<b>683,547</b>	<b>442,805</b>	<b>64.8%</b>	<b>4,503,599</b>	<b>3,387,673</b>	<b>1,115,926</b>	<b>32.9%</b>

are Local Health Care District  
is cash on hand for the period ended October 31, 2015

UNAUDITED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
h & cash equivalents (1)	\$ 17,036,831	\$ 14,651,637	\$ 13,021,920	\$ 11,537,092								
al operating expenses for 3 months	18,301,104	18,135,511	18,700,266	18,872,466								
f interest expenses for 3 months	193,999	193,593	192,963	192,858								
s depreciation/amort. For 3 months	(1,023,111)	(1,020,619)	(1,007,607)	(994,134)								
. operating expenses For 3 months	\$ 17,471,992	\$ 17,308,485	\$ 17,885,622	\$ 18,071,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
is in period	92	92	92	92								
ly operating expense	\$ 189,913	\$ 188,136	\$ 194,409	\$ 196,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
is cash on hand	89.71	77.88	66.98	58.73								

xcludes all restricted funds, e.g. bond reserve fund

Tulare Local Health Care District  
Refunding Revenue Bonds, Series 2007  
Long-Term Debt Service Coverage Ratio (DSCR) Computation  
For the four months ending October 31, 2015

Income Available For Debt Service

Increase in net assets	\$	3,401,440
Add:		
Interest Expense		192,858
Depreciation		994,134
Less:		
District Taxes Related to General Obligation Bonds Debt Service		<u>(1,515,780)</u>
Total Income Available For Debt Service		3,072,652
Maximum Annual Debt Service	\$	5,023,122
Debt Service Coverage Ratio		1.8152

**Tulare Local Health Care District**  
 Refunding revenue bonds, series 2007 - continuing disclosure report  
 For the four months ended October 31, 2015, unaudited

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>HISTORICAL UTILIZATION STATISTICS</b>						
Licensed beds	112	112	112	112	112	112
Available beds	103	103	103	103	103	103
Patient days	22,268	21,040	18,310	14,422	14,677	4,940
Discharges	5,893	5,368	4,732	3,807	3,726	1,223
Average daily census	61	57	50	40	40	40
Occupancy percentage (1)	59%	56%	49%	38%	39%	39%
Average length of stay in days	3.78	3.92	3.87	3.79	3.94	4.04
Emergency room visits	31,612	34,356	30,753	31,188	35,374	11,189
Outpatient visits (2)	85,143	101,094	82,961	71,653	69,422	22,864
Outpatient surgeries	1,839	1,785	1,563	1,675	1,942	715
<b>SOURCES OF PATIENT SERVICE REVENUE</b>						
Medicare	35%	34%	34%	30%	34%	30%
Medi-Cal	39%	34%	34%	42%	44%	45%
Commercial Insurance	19%	20%	20%	18%	18%	19%
Self Pay and All Other	7%	12%	12%	10%	4%	6%
<b>OTHER STATISTICS</b>						
Number of active medical staff	89	113	90	92	79	125
Number of employees	535	573	587	550	543	552

(1) based on available beds

(2) Includes clinics, home health and referred visits. Excludes emergency and outpatient surgery visits

Tulare Local Health Care District  
Balance sheet for the period ended November 30, 2015  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 11,422,361	\$ 12,333,331	\$ (910,970)	-7.4%
Ltd use assets avail for curr debt srvc	7,631,446	4,316,310	3,315,136	76.8%
Patient accounts receivable:				
Gross pt accounts receivable	53,299,722	37,103,290	16,196,432	43.7%
Contractual allowances	(37,700,350)	(26,249,670)	(11,450,680)	43.6%
Provision for bad debts & charity	(3,278,023)	(2,263,619)	(1,014,404)	44.8%
Net pt accounts receivable	<u>12,321,349</u>	<u>8,590,001</u>	<u>3,731,348</u>	43.4%
Other receiv. & phys. advances				
Tax revenue receivable	719,999	565,721	154,278	27.3%
Misc receivables	9,109,921	12,553,301	(3,443,380)	-27.4%
Physician advances	<u>262,600</u>	<u>17,833</u>	<u>244,767</u>	1372.6%
Total other receivables	10,092,520	13,136,855	(3,044,335)	-23.2%
Inventories	1,087,907	939,534	148,373	15.8%
Prepaid expenses & deposits	<u>972,244</u>	<u>839,938</u>	<u>132,306</u>	15.8%
Total current assets	43,527,827	40,155,969	3,371,858	8.4%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	<u>1,005,670</u>	<u>4,780,427</u>	<u>(3,774,757)</u>	-79.0%
Total limited use assets	1,005,670	4,780,451	(3,774,781)	-79.0%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	43,414,240	43,342,384	71,856	0.2%
Leasehold improvements	28,797	28,797	-	0.0%
Major movable equipment	33,822,053	32,009,524	1,812,529	5.7%
Construction in progress	<u>141,200,693</u>	<u>128,136,346</u>	<u>13,064,347</u>	10.2%
Gross capital assets	221,767,654	206,818,922	14,948,732	7.2%
Accumulated depreciation	<u>(60,927,117)</u>	<u>(55,649,542)</u>	<u>(5,277,575)</u>	9.5%
Net capital assets	160,840,537	151,169,380	9,671,157	6.4%
Bond issuance costs & other assets	960,515	1,072,224	(111,709)	-10.4%
Intercompany receivable	-	-	-	0.0%
<b>TOTAL ASSETS</b>	<u>\$ 206,334,549</u>	<u>\$ 197,178,024</u>	<u>\$ 9,156,525</u>	4.6%

Tulare Local Health Care District  
Balance sheet for the period ended November 30, 2015  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 3,394,622	\$ 1,522,170	\$ 1,872,452	123.0%
Accounts payable	11,929,318	14,753,169	(2,823,851)	-19.1%
Other accrued liabilities	2,378,007	2,332,257	45,750	2.0%
Accrued payroll & related liabilities	(768,874)	55,327	(824,201)	-1489.7%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(480,499)	2,071,507	(2,552,006)	-123.2%
Self insurance program accrual	128,935	1,468,702	(1,339,767)	-91.2%
<b>Total current liabilities</b>	<b>16,581,509</b>	<b>22,203,132</b>	<b>(5,621,623)</b>	<b>-25.3%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	6,912,411	6,786,201	126,210	1.9%
Debt borrowings, net of curr maturities	101,673,729	102,363,861	(690,132)	-0.7%
<b>TOTAL LIABILITIES</b>	<b>125,167,649</b>	<b>131,353,194</b>	<b>(6,185,545)</b>	<b>-4.7%</b>
<b>Net assets:</b>				
Net investment in capital assets	44,952,066	46,913,097	(1,961,031)	-4.2%
Restricted by bond indenture-debt svc	15,283,607	10,076,824	5,206,783	51.7%
Unrestricted	15,915,369	2,982,879	12,932,490	433.6%
Net income, corporate	5,561,316	5,627,128	(65,812)	-1.2%
<b>Total net assets</b>	<b>81,712,358</b>	<b>65,599,928</b>	<b>16,112,430</b>	<b>24.6%</b>
Intercompany payable	(545,457)	224,902	(770,359)	-342.5%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 206,334,550</b>	<b>\$ 197,178,024</b>	<b>\$ 9,156,526</b>	<b>4.6%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended November 30, 2015**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
\$	\$	\$		\$	\$	\$	
3,720,831	3,504,154	216,677	6.2%	18,768,272	18,988,435	(220,163)	-1.2%
5,982,582	5,191,602	790,980	15.2%	29,594,331	26,442,715	3,151,616	11.9%
10,744,484	9,879,185	865,299	8.8%	62,684,269	54,299,241	8,385,028	15.4%
20,447,897	18,574,941	1,872,956	10.1%	111,046,872	99,730,391	11,316,481	11.3%
Patient Revenue:							
(14,926,498)	(13,186,573)	(1,739,925)	13.2%	(81,913,065)	(71,106,592)	(10,806,473)	15.2%
1,424,547	958,998	465,549	48.5%	5,554,846	3,372,691	2,182,155	64.7%
131,719	17,434	114,285	655.5%	(42,785)	(184,347)	141,562	-76.8%
(317,975)	(359,939)	40,964	-11.4%	(1,988,804)	(1,568,140)	(420,664)	26.8%
(13,688,207)	(12,569,080)	(1,119,127)	8.9%	(79,389,808)	(69,486,388)	(9,903,420)	12.8%
6,759,690	6,005,861	753,829	12.6%	32,657,064	30,244,003	2,413,061	8.0%
404,814	228,535	176,279	77.1%	1,511,448	1,387,996	123,452	8.9%
7,164,504	6,234,396	930,108	14.9%	34,168,512	31,631,999	2,536,513	8.0%
Operating expenses:							
-	483,780	(483,780)	-100.0%	27,021	7,674,563	(7,647,542)	-99.6%
(36,199)	217,407	(253,606)	-116.7%	(101,616)	2,963,378	(3,064,994)	-103.4%
644,224	474,573	169,651	35.7%	2,756,812	1,771,891	984,921	55.6%
443,618	271,706	171,912	63.3%	2,026,426	1,814,700	211,726	11.7%
732,079	754,886	(22,807)	-3.0%	4,296,349	4,067,370	228,979	5.6%
1,079,204	2,732,188	(1,652,984)	-60.5%	4,939,498	7,001,874	(2,062,386)	-29.5%
3,323,295	-	3,323,295	100.0%	14,244,075	-	14,244,075	100.0%
7,365	20,369	(13,004)	-63.8%	121,118	107,397	13,721	12.8%
42,107	142,142	(100,035)	-70.4%	756,820	904,306	(147,486)	-16.3%
47,728	73,673	(25,945)	-35.2%	305,150	356,134	(50,984)	-14.3%
66,214	77,694	(11,480)	-14.8%	212,005	400,379	(188,374)	-47.0%
323,812	358,005	(34,193)	-9.6%	1,657,978	1,786,776	(128,798)	-7.2%
75,819	60,042	15,777	26.3%	550,643	372,983	177,660	47.6%
6,749,266	5,666,465	1,082,801	19.1%	31,792,269	29,211,751	2,570,518	8.8%
415,238	567,931	(152,693)	-26.9%	2,376,243	2,410,248	(34,005)	-1.4%
144,000	132,000	12,000	9.1%	720,000	660,000	60,000	9.1%
9,326	6,649	2,677	40.3%	51,305	(65,097)	116,402	178.8%
(64,374)	(1,897)	(62,477)	3293.5%	(321,794)	(205,157)	(116,637)	56.9%
48,269	15,028	33,241	221.2%	207,161	293,632	(86,471)	-29.4%
-	-	-	0.0%	-	-	-	0.0%
137,221	151,780	(14,559)	-9.6%	656,672	683,378	(26,706)	-3.9%
552,459	719,711	(167,252)	-23.2%	3,093,915	3,093,626	(289)	-0.0%
505,260	1,519,746	(1,014,486)	-66.8%	2,528,403	2,533,502	(5,099)	-0.2%
-	-	-	-	-	-	-	-
\$	\$	\$		\$	\$	\$	
1,057,719	2,239,457	(1,181,738)	-52.8%	5,561,318	5,627,128	(65,810)	-1.2%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD November 2015**

<b>RECEIPTS</b>				<b>DISBURSEMENTS</b>			
	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>		<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>				<b>Operating Expenses</b>			
Third parties and private pay	24,324,889	23,478,253	846,636	Salaries and wages	27,021	8,273,312	(8,246,291)
Cost report settlements	(4,897)	1,094,533	(1,099,430)	Benefits	126,964	4,473,182	(4,346,218)
ED professional fees	638,809	-	638,809	Physician fees	2,336,025	1,826,668	509,357
Capitation revenue	45,221	42,494	2,727	Nurse registry	199,435	188,239	11,196
<b>Total</b>	<b>25,004,022</b>	<b>24,615,280</b>	<b>388,742</b>	Professional fees	2,720,792	2,228,454	492,338
				Supplies	4,261,295	3,995,841	265,454
<b>Other Cash Receipts</b>				Purchased services	6,193,369	5,260,089	933,280
Property tax income	90,811	67,023	23,788	Purchased HCCA Labor	13,423,693	1,767,037	11,656,656
Interest income	29,724	23,158	6,566	Utilities	817,128	1,004,722	(187,594)
Evolution income	819,125	922,549	(103,424)	Insurance	517,698	383,596	134,102
Rent income	178,558	199,382	(20,824)	Interest expense	9,671	12,202	(2,531)
Other operating income	129,923	67,080	62,843	Other direct expenses	804,133	552,875	251,258
Bond rebate (pass-thru)	-	-	-	<b>Total</b>	<b>31,437,225</b>	<b>29,966,217</b>	<b>1,471,008</b>
Grants & contributions	639,810	247,936	391,874				
<b>Total</b>	<b>1,887,951</b>	<b>1,527,128</b>	<b>360,823</b>	<b>Assets &amp; Liabilities</b>			
				Miscellaneous receivables	(334,750)	(5,000)	(329,750)
<b>Supplemental Funding</b>				Accounts payable	513,543	(6,992,114)	7,505,657
SB855 DSH	881,506	733,359	148,147	Payroll liabilities	7,584	(32,834)	40,418
AB113 NDPH	(367,465)	-	(367,465)	<b>Total</b>	<b>186,377</b>	<b>(7,029,948)</b>	<b>7,216,325</b>
SB1255 NDPHSF	-	-	-				
QAF	734,930	-	734,930	<b>Capital Related Financing</b>			
MCP RATE RANGE	87,252	-	87,252	Construction in Progress	2,071,456	1,984,542	86,914
AB915	-	-	-	Capital lease costs	1,287,040	533,968	753,072
<b>Total</b>	<b>1,336,224</b>	<b>733,359</b>	<b>602,865</b>	Cost of Issuance	(758,692)	(1,307,468)	548,776
				GO bond costs	-	1,200	(1,200)
				Revenue bond costs	530,873	621,810	(90,937)
				Land & buildings	11,516	-	11,516
				Movable equipment	153,796	211,039	(57,243)
				<b>Total</b>	<b>3,295,988</b>	<b>2,045,091</b>	<b>1,250,897</b>
				<b>Total Disbursements</b>			
<b>Total Cash Receipts</b>	<b>\$ 28,228,197</b>	<b>\$ 26,875,767</b>	<b>\$ 1,352,430</b>		<b>\$ 34,919,590</b>	<b>\$ 24,981,360</b>	<b>\$ 9,938,230</b>
				<b>Change in Cash &amp; Cash Equivalents</b>	<b>\$ (6,691,393)</b>	<b>\$ 1,894,407</b>	<b>\$ (8,585,800)</b>
<b>Cash and Cash Equivalents - Ending Balances</b>							
BOS concentration		1,577,162					
USB lockbox		-					
UB health claims checking		-					
Petty cash		2,452					
CalTrust		9,842,747					
<b>Total</b>	<b>-</b>	<b>\$ 11,422,361</b>					

**Tulare Regional Medical Center**  
Financial Statistics Summary  
November 30, 2015

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Prior Year	Variance	% Var.	Actual	Prior Year	Variance	% Var.			
<u>Inpatient Utilization</u>											
Acute Patient Days	1,271	1,140	131	11%	6,211	5,850	361	6%	5,850	361	6%
Discharges	312	293	19	6%	1,535	1,568	(33)	-2%	1,568	(33)	-2%
Average Length of Stay	4.07	3.89	0.18	5%	4.05	3.73	0.32	8%	3.73	0.32	8%
<u>Discharges</u>											
Medicare	95	81	14	17%	436	410	26	6%	410	26	6%
Medicare M/C	8	15	(7)	-47%	55	53	2	4%	53	2	4%
Medi-Cal	36	41	(5)	-12%	217	277	(60)	-22%	277	(60)	-22%
Medi-Cal M/C	117	115	2	2%	583	589	(6)	-1%	589	(6)	-1%
iMO/PPO	45	28	17	61%	202	193	9	5%	193	9	5%
Self-Pay	6	4	2	50%	24	18	6	33%	18	6	33%
Other	5	9	(4)	-44%	18	28	(10)	-36%	28	(10)	-36%
	312	293	19	6%	1,535	1,568	(33)	-2%	1,568	(33)	-2%
<u>Case Mix Index</u>											
Medicare	1.2020	1.2929	(0.0909)	-7%	1.6527	1.7185	(0.0658)	-4%	1.7185	(0.0658)	-4%
Medi-Cal	0.9099	0.8109	0.0990	12%	1.1212	1.0274	0.0938	9%	1.0274	0.0938	9%
Overall	1.0109	0.9536	0.0573	6%	1.2258	1.2107	0.0151	1%	1.2107	0.0151	1%
<u>Newborn Deliveries</u>											
	74	83	(9)	-11%	397	485	(88)	-18%	485	(88)	-18%
<u>Observation</u>											
Patients	51	121	(70)	-58%	413	676	(263)	-39%	676	(263)	-39%
Hours	1,203	2,547	(1,344)	-53%	9,113	15,833	(6,720)	-42%	15,833	(6,720)	-42%
Equivalent days	49	104	(55)	-53%	379	604	(225)	-37%	604	(225)	-37%
<u>Surgery Services</u>											
Inpatient Cases	45	75	(30)	-40%	282	379	(97)	-26%	379	(97)	-26%
Outpatient Cases	124	118	6	5%	839	801	38	5%	801	38	5%
Total surgeries	169	193	(24)	-12%	1,121	1,180	(59)	-5%	1,180	(59)	-5%
<u>Emergency Room</u>											
Visits	2,640	2,725	(85)	-3%	13,829	14,099	(270)	-2%	14,099	(270)	-2%
Admits	201	185	16	9%	879	898	(19)	-2%	898	(19)	-2%

Tulare Regional Medical Center  
Financial Statistics Summary  
November 30, 2015

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Prior Year	Variance	% Var.	Actual	Prior Year	Variance	% Var.			
Ancillary Services											
Inpatient											
Imaging Procedures	762	576	186	32%	3,319	3,055	264	9%	3,055	264	9%
Lab Tests	10,195	8,277	1,918	23%	50,149	43,695	6,454	15%	43,695	6,454	15%
Outpatient											
Endoscopy Procedures	116	137	(21)	-15%	625	776	(151)	-19%	776	(151)	-19%
Lab Tests	14,019	14,244	(225)	-2%	79,707	78,641	1,066	1%	78,641	1,066	1%
Diag. radiology procedures	2,118	1,973	145	7%	11,283	11,103	180	2%	11,103	180	2%
Nuclear medicine procedures	21	24	(3)	-13%	107	157	(50)	-32%	157	(50)	-32%
MRI procedures	89	84	5	6%	531	585	(54)	-9%	585	(54)	-9%
Ultrasound procedures	481	486	(5)	-1%	3,034	2,900	134	5%	2,900	134	5%
CT procedures	363	397	(34)	-9%	2,210	2,067	143	7%	2,067	143	7%
Clinics											
Primary Care Visits	1,263	870	393	45%	6,682	5,445	1,237	23%	5,445	1,237	23%
Specialty Care Visits	379	497	(118)	-24%	2,418	2,900	(482)	-17%	2,900	(482)	-17%
Home Health											
Visits	214	237	(23)	-10%	1,105	1,228	(123)	-10%	1,228	(123)	-10%
Staffing											
Paid FTE's	392	468	(76)	-16%	490	520	(30)	-6%	520	(30)	-6%
Productive FTE's	344	329	15	5%	434	408	26	6%	408	26	6%
Paid FTE's/AOB	4.39	5.77	-1.38	-24%	1.07	1.26	(0.19)	-15%	1.26	(0.19)	-15%
Worked FTE's/AOB	3.85	4.05	-0.20	-5%	0.94	0.89	0.06	6%	0.89	0.06	6%
Revenue/Costs											
Op Revenue/Adjusted Discharge	10,905	9,961	944	9%	12,196	11,511	685	6%	11,511	685	6%
Cost/Adjusted Discharge	10,273	9,054	1,219	13%	11,344	10,629	715	7%	10,629	715	7%
Net Operating Gain/(Loss) \$	415,238	567,931	(152,693)	-27%	2,398,806	2,410,247	(11,441)	0%	2,410,247	(11,441)	100%
Net Operating Gain/(Loss) %	5.8%	9.1%	-3.3%	-36%	7.0%	7.6%	-0.6%	-8%	7.6%	-0.6%	108%

**Tulare Local Health Care District**  
**Balance sheet for the period ended December 31, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Current assets:				
Cash and cash equivalents	\$ 15,224,195	\$ 10,513,677	\$ 4,710,518	44.8%
Ltd use assets avail for curr debt srv	7,631,446	4,316,310	3,315,136	76.8%
Patient accounts receivable:				
Gross pt accounts receivable	49,159,834	36,892,520	12,267,314	33.3%
Contractual allowances	(33,878,898)	(25,859,828)	(8,019,070)	31.0%
Provision for bad debts & charity	(3,778,865)	(2,603,033)	(1,175,832)	45.2%
Net pt accounts receivable	11,502,071	8,429,659	3,072,412	36.4%
Other receiv. & phys. advances				
Tax revenue receivable	143,999	1,689,470	(1,545,471)	-91.5%
Misc receivables	12,042,096	12,720,756	(678,660)	-5.3%
Physician advances	262,490	8,399	254,091	3025.3%
Total other receivables	12,448,585	14,418,625	(1,970,040)	-13.7%
Inventories	1,092,602	907,648	184,954	20.4%
Prepaid expenses & deposits	984,082	888,272	95,810	10.8%
Total current assets	48,882,981	39,474,191	9,408,790	23.8%
Assets limited as to use:				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	1,174,643	7,867,318	(6,692,675)	-85.1%
Total limited use assets	1,174,643	7,867,342	(6,692,699)	-85.1%
Capital assets:				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,268,454	43,369,991	898,463	2.1%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	34,767,405	32,064,589	2,702,816	8.4%
Construction in progress	135,579,155	129,710,763	5,868,392	4.5%
Gross capital assets	218,138,659	208,476,011	9,662,648	4.6%
Accumulated depreciation	(61,231,819)	(55,994,144)	(5,237,675)	9.4%
Net capital assets	156,906,840	152,481,867	4,424,973	2.9%
Bond issuance costs & other assets	971,846	1,054,922	(83,076)	-7.9%
Intercompany receivable	-	-	-	0.0%
<b>TOTAL ASSETS</b>	<b>\$ 207,936,310</b>	<b>\$ 200,878,322</b>	<b>\$ 7,057,988</b>	<b>3.5%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended December 31, 2015**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Current liabilities:				
Current maturities of debt borrowings	\$ 3,275,179	\$ 1,389,168	\$ 1,886,011	135.8%
Accounts payable	12,378,625	13,937,943	(1,559,318)	-11.2%
Other accrued liabilities	2,347,855	3,385,976	(1,038,121)	-30.7%
Accrued payroll & related liabilities	(768,874)	68,642	(837,516)	-1220.1%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(480,499)	1,055,904	(1,536,403)	-145.5%
Self insurance program accrual	<u>157,626</u>	<u>1,588,648</u>	<u>(1,431,022)</u>	-90.1%
Total current liabilities	16,909,912	21,426,281	(4,516,369)	-21.1%
Long-term liabilities:				
Deferred revenue	6,429,529	8,886,470	(2,456,941)	-27.6%
Debt borrowings, net of curr maturities	<u>102,241,413</u>	<u>103,951,185</u>	<u>(1,709,772)</u>	-1.6%
<b>TOTAL LIABILITIES</b>	<b>125,580,854</b>	<b>134,263,936</b>	<b>(8,683,082)</b>	-6.5%
Net assets:				
Net investment in capital assets	40,570,121	42,301,627	(1,731,506)	-4.1%
Restricted by bond indenture-debt svc	15,452,580	13,163,714	2,288,866	17.4%
Unrestricted	20,128,341	4,507,459	15,620,882	346.6%
Net income, corporate	<u>6,749,871</u>	<u>6,853,090</u>	<u>(103,219)</u>	-1.5%
Total net assets	<u>82,900,913</u>	<u>66,825,890</u>	<u>16,075,023</u>	24.1%
Intercompany payable	<u>(545,457)</u>	<u>(211,504)</u>	<u>(333,953)</u>	157.9%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b><u>\$ 207,936,310</u></b>	<b><u>\$ 200,878,322</u></b>	<b><u>\$ 7,057,988</u></b>	<b>3.5%</b>

Tulare Local Health Care District  
Statement of revenue and expenditures  
For the month ended December 31, 2015  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ 3,996,313	\$ 4,014,203	\$ (17,890)	-0.4%	\$ 22,764,585	\$ 23,002,639	\$ (238,054)	-1.0%
6,076,471	5,475,142	601,329	11.0%	35,670,802	31,917,857	3,752,945	11.8%
12,362,491	11,654,431	708,060	6.1%	75,046,760	65,953,672	9,093,088	13.8%
22,435,275	21,143,776	1,291,499	6.1%	133,482,147	120,874,168	12,607,979	10.4%
Deductions from revenue:							
(17,126,986)	(14,769,640)	(2,357,346)	16.0%	(99,040,051)	(85,876,232)	(13,163,819)	15.3%
1,099,859	736,778	363,081	49.3%	6,654,705	4,109,469	2,545,236	61.9%
(28,978)	(49,202)	20,224	-41.1%	(71,764)	(233,548)	161,784	-69.3%
(263,127)	(429,382)	166,255	-38.7%	(2,251,932)	(1,997,522)	(254,410)	12.7%
(16,319,232)	(14,511,446)	(1,807,786)	12.5%	(94,709,042)	(83,997,833)	(10,711,209)	12.8%
6,116,043	6,632,330	(516,287)	-7.8%	38,773,105	36,876,335	1,896,770	5.1%
249,893	264,790	(14,897)	-5.6%	1,761,341	1,652,786	108,555	6.6%
6,365,936	6,897,120	(531,184)	-7.7%	40,534,446	38,529,121	2,005,325	5.2%
Operating expenses:							
39	27,797	(27,758)	-99.9%	27,060	7,702,359	(7,675,299)	-99.6%
(4,877)	(1,650)	(3,227)	195.6%	(106,493)	2,961,728	(3,068,221)	-103.6%
566,816	492,084	74,732	15.2%	3,323,627	2,263,975	1,059,652	46.8%
415,752	407,372	8,380	2.1%	2,442,178	2,222,071	220,107	9.9%
755,933	1,062,956	(307,023)	-28.9%	5,052,282	5,130,326	(78,044)	-1.5%
850,593	3,389,163	(2,538,570)	-74.9%	5,790,081	10,391,038	(4,600,957)	-44.3%
2,462,428	-	2,462,428	100.0%	16,706,503	-	16,706,503	100.0%
17,742	17,032	710	4.2%	138,860	124,430	14,430	11.6%
104,585	168,492	(63,907)	-37.9%	861,405	1,072,798	(211,393)	-19.7%
86,236	43,253	42,983	99.4%	391,385	399,387	(8,002)	-2.0%
82,276	77,694	4,582	5.9%	294,282	478,073	(183,791)	-38.4%
339,972	358,071	(18,099)	-5.1%	1,997,950	2,144,847	(146,897)	-6.8%
143,536	85,070	58,466	68.7%	694,179	458,053	236,126	51.5%
5,821,031	6,127,334	(306,303)	-5.0%	37,613,299	35,349,085	2,264,214	6.4%
544,905	769,786	(224,881)	-29.2%	2,921,147	3,180,036	(258,889)	-8.1%
138,714	132,000	6,714	5.1%	858,714	792,000	66,714	8.4%
(3,310)	(1,970)	(1,340)	68.0%	47,995	(67,067)	115,062	171.6%
(64,048)	(193,377)	129,329	-66.9%	(385,842)	(398,534)	12,692	-3.2%
67,032	12,938	54,094	418.1%	274,193	306,570	(32,377)	-10.6%
-	-	-	0.0%	-	-	-	0.0%
138,388	(50,409)	188,797	374.5%	795,060	632,969	162,091	25.6%
683,293	719,377	(36,084)	-5.0%	3,716,207	3,813,005	(96,798)	-2.5%
505,260	506,582	(1,322)	-0.3%	3,033,664	3,040,084	(6,420)	-0.2%
-	-	-		-	-	-	
\$ 1,188,553	\$ 1,225,959	\$ (37,406)	-3.1%	\$ 6,749,871	\$ 6,853,089	\$ (103,218)	-1.5%

# EXHIBIT H

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**From:** Levinson, Marc A.

**Sent:** Tuesday, September 26, 2017 3:59 PM

**To:** Mandy Jeffcoach (mandy.jeffcoach@mccormickbarstow.com) <mandy.jeffcoach@mccormickbarstow.com>; 'Tim Thompson' <Tim.Thompson@mccormickbarstow.com>

**Cc:** Grossman, Marshall <mgrossman@orrick.com>

**Subject:** Tulare Local Healthcare District -- Financial reports for January through June 2016

Mandy and Tim,

Here's the third of the several emails I'll be sending you today (and probably tonight and tomorrow morning), each including District financial information. As noted in the two previous emails of today, HCCA reserves the right to disagree with the breadth, timing and true purpose of your September 11, 2017 document requests. Given the flurry of litigation since our September 5, 2017 meeting, HCCA has not only been operating the Hospital but it has had to engage in shortened notice litigation, most of which was precipitated by your firm and its claimed clients.


This third installment includes financials for the first six months of 2016.

As discussed in my first email of the day to you, each of the documents in each of the pdf's was prepared in the ordinary course of the District's and HCCA's businesses. And, as described in that email, all the reports were presented formally in an open meeting of the District Board's Finance Committee on the month of their release, and formally to the Board of Directors at its regular monthly meetings. The regular Board meeting is usually held the day after the Finance Committee meeting. The financials were included in each individual Board member's three ring binder. The binders are made available to Board members two days before the Board meeting. In addition, copies are distributed during the Finance Committee meeting. Finally, these are generally (but not always) posted on the website as well.

Marc

**Marc Levinson**  
Senior Counsel

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**Tulare Local Health Care District**  
**Balance sheet for the period ended January 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 13,144,622	\$ 9,704,295	\$ 3,440,327	35.5%
Ltd use assets avail for curr debt srv	7,631,446	4,316,310	3,315,136	76.8%
<b>Patient accounts receivable:</b>				
Gross pt accounts receivable	49,516,620	43,833,538	5,683,082	13.0%
Contractual allowances	(35,409,764)	(30,518,338)	(4,891,426)	16.0%
Provision for bad debts & charity	(2,694,975)	(2,865,181)	170,206	-5.9%
Net pt accounts receivable	<u>11,411,881</u>	<u>10,450,019</u>	<u>961,862</u>	9.2%
<b>Other receiv. &amp; phys. advances</b>				
Tax revenue receivable	78,215	853,144	(774,929)	-90.8%
Misc receivables	14,112,399	14,362,933	(250,534)	-1.7%
Physician advances	<u>262,411</u>	<u>14,666</u>	<u>247,745</u>	1689.2%
Total other receivables	14,453,025	15,230,743	(777,718)	-5.1%
Inventories	1,087,882	910,509	177,373	19.5%
Prepaid expenses & deposits	<u>981,864</u>	<u>772,327</u>	<u>209,537</u>	27.1%
Total current assets	48,710,720	41,384,203	7,326,517	17.7%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	<u>1,886,414</u>	<u>5,287,804</u>	<u>(3,401,390)</u>	-64.3%
Total limited use assets	1,886,414	5,287,828	(3,401,414)	-64.3%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,293,306	43,369,991	923,315	2.1%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	34,772,235	32,084,202	2,688,033	8.4%
Construction in progress	<u>136,387,165</u>	<u>131,105,467</u>	<u>5,281,698</u>	4.0%
Gross capital assets	218,976,351	209,890,328	9,086,023	4.3%
Accumulated depreciation	<u>(61,648,789)</u>	<u>(56,326,417)</u>	<u>(5,322,372)</u>	9.4%
Net capital assets	157,327,562	153,563,911	3,763,651	2.5%
Bond issuance costs & other assets	958,378	1,037,619	(79,241)	-7.6%
Intercompany receivable	<u>545,727</u>	<u>-</u>	<u>545,727</u>	100.0%
<b>TOTAL ASSETS</b>	<b>\$ 209,428,801</b>	<b>\$ 201,273,561</b>	<b>\$ 8,155,240</b>	<b>4.1%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended January 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 3,155,540	\$ 1,271,966	\$ 1,883,574	148.1%
Accounts payable	11,973,715	15,622,736	(3,649,021)	-23.4%
Other accrued liabilities	2,263,778	3,531,451	(1,267,673)	-35.9%
Accrued payroll & related liabilities	(710,563)	(561,780)	(148,783)	26.5%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(580,499)	1,937,716	(2,518,215)	-130.0%
Self insurance program accrual	<u>57,626</u>	<u>1,542,025</u>	<u>(1,484,399)</u>	-96.3%
Total current liabilities	16,159,597	23,344,114	(7,184,517)	-30.8%
<b>Long-term liabilities:</b>				
Deferred revenue	6,499,371	8,725,890	(2,226,519)	-25.5%
Debt borrowings, net of curr maturities	<u>102,809,206</u>	<u>101,480,700</u>	<u>1,328,506</u>	1.3%
<b>TOTAL LIABILITIES</b>	<b>125,468,174</b>	<b>133,550,704</b>	<b>(8,082,530)</b>	-6.1%
<b>Net assets:</b>				
Net investment in capital assets	40,542,693	39,915,723	626,970	1.6%
Restricted by bond indenture-debt svc	16,164,351	16,250,605	(86,254)	-0.5%
Unrestricted	19,443,997	3,806,472	15,637,525	410.8%
Net income, corporate	<u>7,809,319</u>	<u>8,307,238</u>	<u>(497,919)</u>	-6.0%
Total net assets	<u>83,960,360</u>	<u>68,280,038</u>	<u>15,680,322</u>	23.0%
Intercompany payable	<u>270</u>	<u>(557,179)</u>	<u>557,449</u>	100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ <u>209,428,804</u></b>	<b>\$ <u>201,273,563</u></b>	<b>\$ <u>8,155,241</u></b>	<b>4.1%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended January 31, 2016**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
<b>Patient Revenue:</b>							
\$ 3,813,092	\$ 4,312,882	\$ (499,790)	-11.6%	\$ 26,577,677	\$ 27,315,520	\$ (737,843)	-2.7%
5,818,254	6,688,395	(870,141)	-13.0%	41,489,056	38,606,252	2,882,804	7.5%
11,177,279	11,493,741	(316,462)	-2.8%	86,224,038	77,447,414	8,776,624	11.3%
20,808,625	22,495,018	(1,686,393)	-7.5%	154,290,771	143,369,186	10,921,585	7.6%
<b>Gross patient revenue</b>							
<b>Deductions from revenue:</b>							
(12,722,258)	(16,583,628)	3,861,370	-23.3%	(111,762,309)	(102,459,860)	(9,302,449)	9.1%
1,620,638	1,578,648	41,990	2.7%	8,275,343	5,688,117	2,587,226	45.5%
(1,432,735)	(66,797)	(1,365,938)	2044.9%	(1,504,499)	(300,345)	(1,204,154)	400.9%
(2,715,060)	(442,346)	(2,272,714)	513.8%	(4,966,992)	(2,439,868)	(2,527,124)	103.6%
(15,249,415)	(15,514,123)	264,708	-1.7%	(109,958,457)	(99,511,956)	(10,446,501)	10.5%
<b>Total deductions from revenue</b>							
5,559,210	6,980,895	(1,421,685)	-20.4%	44,332,314	43,857,230	475,084	1.1%
181,988	67,629	114,359	169.1%	1,943,329	1,720,416	222,913	13.0%
<b>Other operating revenue</b>							
<b>5,741,198</b>	<b>7,048,524</b>	<b>(1,307,326)</b>	<b>-18.5%</b>	<b>46,275,643</b>	<b>45,577,646</b>	<b>697,997</b>	<b>1.5%</b>
<b>Total operating revenue</b>							
<b>Operating expenses:</b>							
-	24,724	(24,724)	-100.0%	27,060	7,727,084	(7,700,024)	-99.6%
-	7,000	(7,000)	-100.0%	(106,493)	2,968,728	(3,075,221)	-103.6%
592,057	514,277	77,780	15.1%	3,915,684	2,778,252	1,137,432	40.9%
489,365	376,638	112,727	29.9%	2,931,543	2,598,710	332,833	12.8%
589,867	926,168	(336,301)	-36.3%	5,642,149	6,056,494	(414,345)	-6.8%
394,489	3,651,078	(3,256,589)	-89.2%	6,184,570	14,042,116	(7,857,546)	-56.0%
2,504,453	-	2,504,453	100.0%	19,210,956	-	19,210,956	100.0%
(20,184)	55,805	(75,989)	-136.2%	118,676	180,235	(61,559)	-34.2%
110,772	105,696	5,076	4.8%	972,177	1,178,493	(206,316)	-17.5%
55,775	58,921	(3,146)	-5.3%	447,161	458,308	(11,147)	-2.4%
66,024	77,694	(11,670)	-15.0%	360,305	555,767	(195,462)	-35.2%
430,439	345,742	84,697	24.5%	2,428,389	2,490,589	(62,200)	-2.5%
85,769	108,956	(23,187)	-21.3%	779,948	567,009	212,939	37.6%
<b>Other operating expenses</b>							
5,298,826	6,252,699	(953,873)	-15.3%	42,912,125	41,601,785	1,310,340	3.1%
<b>Total operating expenses</b>							
<b>442,372</b>	<b>795,825</b>	<b>(353,453)</b>	<b>-44.4%</b>	<b>3,363,518</b>	<b>3,975,861</b>	<b>(612,343)</b>	<b>-15.4%</b>
<b>Operating income</b>							
146,356	182,000	(35,644)	-19.6%	1,005,070	974,000	31,070	3.2%
3,372	14,008	(10,636)	-75.9%	51,367	(53,059)	104,426	196.8%
(63,822)	(65,448)	1,626	-2.5%	(449,664)	(463,982)	14,318	-3.1%
25,803	20,400	5,403	26.5%	299,996	326,970	(26,974)	-8.2%
-	-	-	0.0%	-	-	-	0.0%
111,709	150,960	(39,251)	-26.0%	906,769	783,929	122,840	15.7%
<b>Total non-op revenue (expense)</b>							
554,081	946,785	(392,704)	-41.5%	4,270,287	4,759,790	(489,503)	-10.3%
<b>Excess of revenues over exps.</b>							
505,368	507,363	(1,995)	-0.4%	3,539,032	3,547,447	(8,415)	-0.2%
-	-	-	0.0%	-	-	-	0.0%
<b>District taxes for GO bond debt svc</b>							
<b>Intergovernmental transfers</b>							
<b>\$ 1,059,449</b>	<b>\$ 1,454,148</b>	<b>\$ (394,699)</b>	<b>-27.1%</b>	<b>\$ 7,809,319</b>	<b>\$ 8,307,237</b>	<b>\$ (497,918)</b>	<b>-6.0%</b>
<b>Increase in net assets</b>							

**Tulare Local Health Care District**  
**Balance sheet for the period ended February 29, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 13,902,100	\$ 10,923,194	\$ 2,978,906	27.3%
Ltd use assets avail for curr debt srvc	7,631,446	4,316,310	3,315,136	76.8%
Patient accounts receivable:				
Gross pt accounts receivable	51,468,198	42,138,281	9,329,917	22.1%
Contractual allowances	(37,146,656)	(30,182,036)	(6,964,620)	23.1%
Provision for bad debts & charity	(3,049,900)	(2,265,052)	(784,848)	34.7%
Net pt accounts receivable	<u>11,271,642</u>	<u>9,691,193</u>	<u>1,580,449</u>	16.3%
Other receiv. & phys. advances				
Tax revenue receivable	224,571	670,811	(446,240)	-66.5%
Misc receivables	12,158,050	13,348,127	(1,190,077)	-8.9%
Physician advances	<u>262,332</u>	<u>13,083</u>	<u>249,249</u>	1905.1%
Total other receivables	12,644,953	14,032,021	(1,387,068)	-9.9%
Inventories	1,194,086	1,197,503	(3,417)	-0.3%
Prepaid expenses & deposits	<u>1,107,816</u>	<u>706,526</u>	<u>401,290</u>	56.8%
Total current assets	47,752,043	40,866,747	6,885,296	16.8%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	<u>2,441,520</u>	<u>4,893,033</u>	<u>(2,451,513)</u>	-50.1%
Total limited use assets	2,441,520	4,893,057	(2,451,537)	-50.1%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,316,445	43,369,991	946,454	2.2%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	35,527,175	32,082,757	3,444,418	10.7%
Construction in progress	<u>137,235,536</u>	<u>131,745,160</u>	<u>5,490,376</u>	4.2%
Gross capital assets	220,602,801	210,528,576	10,074,225	4.8%
Accumulated depreciation	<u>(61,988,959)</u>	<u>(56,657,045)</u>	<u>(5,331,914)</u>	9.4%
Net capital assets	158,613,842	153,871,531	4,742,311	3.1%
Bond issuance costs & other assets	944,909	1,020,317	(75,408)	-7.4%
Intercompany receivable	<u>545,457</u>	<u>-</u>	<u>545,457</u>	100.0%
<b>TOTAL ASSETS</b>	<b>\$ 210,297,771</b>	<b>\$ 200,651,652</b>	<b>\$ 9,646,119</b>	<b>4.8%</b>
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,554,734	\$ 1,143,951	\$ 1,410,783	123.3%
Accounts payable	12,745,340	14,434,502	(1,689,162)	-11.7%
Other accrued liabilities	1,210,719	3,316,356	(2,105,637)	-63.5%
Accrued payroll & related liabilities	<u>(710,640)</u>	<u>(574,240)</u>	<u>(136,400)</u>	23.8%

Tulare Local Health Care District  
Balance sheet for the period ended February 29, 2016  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(978,939)	1,900,184	(2,879,123)	-151.5%
Self insurance program accrual	96,250	1,382,368	(1,286,118)	-93.0%
<b>Total current liabilities</b>	<b>14,917,464</b>	<b>21,603,121</b>	<b>(6,685,657)</b>	<b>-30.9%</b>
Long-term liabilities:				
Deferred revenue	6,883,366	8,234,677	(1,351,311)	-16.4%
Debt borrowings, net of curr maturities	103,832,821	102,050,488	1,782,333	1.7%
<b>TOTAL LIABILITIES</b>	<b>125,633,651</b>	<b>131,888,286</b>	<b>(6,254,635)</b>	<b>-4.7%</b>
Net assets:				
Net investment in capital assets	38,971,193	37,583,790	1,387,403	3.7%
Restricted by bond indenture-debt svc	16,719,457	15,855,834	863,623	5.4%
Unrestricted	20,460,392	6,533,176	13,927,216	213.2%
Net income, corporate	8,513,079	9,583,658	(1,070,579)	-11.2%
<b>Total net assets</b>	<b>84,664,121</b>	<b>69,556,458</b>	<b>15,107,663</b>	<b>21.7%</b>
Intercompany payable		(793,090)	793,090	-100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 210,297,772</b>	<b>\$ 200,651,654</b>	<b>\$ 9,646,118</b>	<b>4.8%</b>

Tulare Local Health Care District  
Statement of revenue and expenditures  
For the month ended February 29, 2016  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ 3,755,368	\$ 3,556,409	\$ 198,959	5.6%	\$ 30,333,045	\$ 30,871,929	\$ (538,884)	-1.7%
6,665,560	5,183,823	1,481,737	28.6%	48,154,616	43,790,075	4,364,541	10.0%
12,166,148	11,000,306	1,165,842	10.6%	98,390,187	88,447,719	9,942,468	11.2%
22,587,076	19,740,538	2,846,538	14.4%	176,877,848	163,109,723	13,768,125	8.4%
Deductions from revenue:							
(16,448,477)	(15,351,497)	(1,096,980)	7.1%	(128,210,786)	(117,811,358)	(10,399,428)	8.8%
1,277,663	1,968,476	(690,813)	-35.1%	9,553,006	7,656,593	1,896,413	24.8%
(445,575)	40,567	(486,142)	-1198.4%	(1,950,074)	(259,778)	(1,690,296)	650.7%
(528,086)	(360,367)	(167,719)	46.5%	(5,495,078)	(2,800,235)	(2,694,843)	96.2%
(16,144,475)	(13,702,821)	(2,441,654)	17.8%	(126,102,932)	(113,214,778)	(12,888,154)	11.4%
6,442,601	6,037,717	404,884	6.7%	50,774,916	49,894,945	879,971	1.8%
219,259	64,937	154,322	237.6%	2,162,588	1,785,353	377,235	21.1%
6,661,860	6,102,654	559,206	9.2%	52,937,504	51,680,298	1,257,206	2.4%
Operating expenses:							
-	29,318	(29,318)	-100.0%	27,060	7,756,401	(7,729,341)	-99.7%
-	513	(513)	-100.0%	(106,493)	2,969,241	(3,075,734)	-103.6%
862,577	471,826	390,751	82.8%	4,778,261	3,250,078	1,528,183	47.0%
402,338	440,689	(38,351)	-8.7%	3,333,882	3,039,399	294,483	9.7%
785,074	578,123	206,951	35.8%	6,427,224	6,634,617	(207,393)	-3.1%
1,062,181	3,167,245	(2,105,064)	-66.5%	7,246,750	17,209,360	(9,962,610)	-57.9%
2,264,269	-	2,264,269	100.0%	21,475,224	-	21,475,224	100.0%
15,406	38,341	(22,935)	-59.8%	134,082	218,576	(84,494)	-38.7%
99,759	187,756	(87,997)	-46.9%	1,071,936	1,366,250	(294,314)	-21.5%
83,931	61,401	22,530	36.7%	531,092	519,709	11,383	2.2%
138,398	82,634	55,764	67.5%	498,703	638,400	(139,697)	-21.9%
353,639	344,097	9,542	2.8%	2,782,028	2,834,685	(52,657)	-1.9%
89,777	77,842	11,935	15.3%	869,725	644,851	224,874	34.9%
6,157,349	5,479,785	677,564	12.4%	49,069,474	47,081,567	1,987,907	4.2%
504,511	622,869	(118,358)	-19.0%	3,868,030	4,598,731	(730,701)	-15.9%
146,356	182,000	(35,644)	-19.6%	1,151,426	1,156,000	(4,574)	-0.4%
35,866	6,542	29,324	448.2%	87,233	(46,517)	133,750	287.5%
(68,493)	(74,447)	5,954	-8.0%	(518,157)	(538,429)	20,272	-3.8%
24,834	32,093	(7,259)	-22.6%	324,830	359,063	(34,233)	-9.5%
-	-	-	0.0%	-	-	-	0.0%
138,563	146,188	(7,625)	-5.2%	1,045,332	930,117	115,215	12.4%
643,074	769,057	(125,983)	-16.4%	4,913,362	5,528,848	(615,486)	-11.1%
60,686	507,363	(446,677)	-88.0%	3,599,718	4,054,810	(455,092)	-11.2%
-	-	-	-	-	-	-	-
\$ 703,760	\$ 1,276,420	\$ (572,660)	-44.9%	\$ 8,513,080	\$ 9,583,658	\$ (1,070,578)	-11.2%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD Feb 2016**

**RECEIPTS**

	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>			
Third parties and private pay	37,531,151	36,730,680	800,471
Cost report settlements	(59,644)	1,935,969	(1,995,613)
ED professional fees	1,620,294	-	1,620,294
Capitation revenue	71,206	70,432	774
Total	<u>39,163,008</u>	<u>38,737,081</u>	<u>425,927</u>
<b>Other Cash Receipts</b>			
Property tax income	1,014,847	998,662	16,185
Interest income	68,603	38,778	29,825
Evolutions income	1,311,033	1,447,655	(136,622)
Rent income	261,888	309,597	(47,709)
Other operating income	138,796	(100,673)	239,469
Bond rebate (pass-thru)	-	-	-
Grants & contributions	730,608	327,649	402,959
Total	<u>3,525,775</u>	<u>3,021,668</u>	<u>504,107</u>
<b>Supplemental Funding</b>			
SB855 DSH	1,959,013	1,452,082	506,931
AB113 NDPH	(2,208,875)	(169,307)	(2,039,568)
SB1255 NDPHSF	-	-	-
QAF	734,930	-	734,930
MCP RATE RANGE	3,079,709	-	3,079,709
AB915	-	-	-
Total	<u>3,564,777</u>	<u>1,282,775</u>	<u>2,282,002</u>

**Total Cash Receipts**

**\$ 46,253,560    \$ 43,041,524    \$ 3,212,036**

**Cash and Cash Equivalents - Ending Balances**

BOS concentration	2,742,870
BOS-ER pro	284,696
USB lockbox	
UB health claims checking	
Petty cash	2,652
CalTrust	10,871,882
Total	<u>\$ 13,902,100</u>

**DISBURSEMENTS**

	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Operating Expenses</b>			
Salaries and wages	27,021	8,354,375	(8,327,354)
Benefits	157,177	5,462,219	(5,305,042)
Physician fees	3,517,202	2,837,393	679,809
Nurse registry	379,258	320,059	59,199
Professional fees	4,206,490	8,722,475	(4,515,985)
Supplies	6,710,941	6,758,091	(47,150)
Purchased services	8,658,969	9,609,607	(950,638)
Purchased HCCA Labor	22,436,059	9,211,193	13,224,866
Utilities	1,143,555	1,506,635	(363,080)
Insurance	784,113	581,551	202,562
Interest expense	18,760	31,458	(12,698)
Other direct expenses	1,391,334	1,011,013	380,321
Total	<u>49,430,879</u>	<u>54,406,069</u>	<u>(4,975,189)</u>
<b>Assets &amp; Liabilities</b>			
Miscellaneous receivables	(460,373)	(15,000)	(445,373)
Accounts payable	333,537	(15,430,109)	15,763,646
Payroll liabilities	7,661	19,891	(12,230)
Total	<u>(119,175)</u>	<u>(15,425,218)</u>	<u>15,306,043</u>
<b>Capital Related Financing</b>			
Construction in Progress	(1,655,182)	3,503,621	(5,158,803)
Capital lease costs	2,349,063	912,187	1,436,876
Cost of Issuance	(733,892)	(2,039,394)	1,305,502
GO bond costs	-	1,200	(1,200)
Revenue bond costs	849,397	940,334	(90,937)
Land & buildings	78,748	-	78,748
Movable equipment	265,375	258,457	6,918
Total	<u>1,153,508</u>	<u>3,576,405</u>	<u>(2,422,897)</u>

**Total Disbursements**

**\$ 50,465,213    \$ 42,557,256    \$ 7,907,957**

**Change in Cash & Cash Equivalents    \$ (4,211,652.98)    \$ 484,268    \$ (4,695,921)**

Tulare Regional Medical Center  
Financial Statistics Summary  
February 29, 2016

	Current Month				Year-to-Date						
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	Prior year YTD	Increase/ (Decrease)	% Chg.
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	1,304	1,255	49	4%	10,134	10,590	(456)	-4%	9,799	335	3%
Discharges	241	308	(67)	-22%	2,372	2,629	(257)	-10%	2,544	(172)	-7%
Average Length of Stay	5.41	4.07	1.34	33%	4.27	4.03	0.24	6%	3.85	0.42	11%
<b><u>Discharges</u></b>											
Medicare	83	118	(35)	-30%	718	760	(42)	-6%	730	(12)	-2%
Medicare MC	14	17	(3)	-19%	83	102	(19)	-19%	99	(16)	-16%
Medi-Cal	22	43	(21)	-49%	321	437	(116)	-27%	423	(102)	-24%
Medi-Cal MC	91	100	(9)	-9%	898	948	(50)	-5%	923	(25)	-3%
iMO/PPO	23	28	(5)	-16%	285	311	(26)	-8%	301	(16)	-5%
Self-Pay	4	1	3	292%	37	24	13	51%	24	13	54%
Other	4	1	3	292%	30	46	(16)	-35%	44	(14)	-32%
	241	308	(67)	-22%	2,372	2,629	(257)	-10%	2,544	(172)	-7%
<b><u>Case Mix Index</u></b>											
Medicare	1.4037	1.4969	(0.0932)	-6%	1.3032	1.3785	(0.0754)	-5%	1.3785	(0.0754)	-5%
Medi-Cal	1.0195	0.8013	0.2182	27%	0.9335	0.8373	0.0963	12%	0.8373	0.0963	12%
Overall	1.1513	1.0912	0.0601	6%	1.0177	1.0018	0.0159	2%	1.0018	0.0159	2%
<b><u>Newborn Deliveries</u></b>											
	47	82	(35)	-42%	586	774	(188)	-24%	723	(137)	-19%
<b><u>Observation</u></b>											
Patients	103	114	(11)	-10%	680	980	(300)	-31%	1,000	(320)	-32%
Hours	1,663	2,664	(1,001)	-38%	14,713	22,992	(8,279)	-36%	27,003	(12,290)	-46%
Equivalent days	69	114	(45)	-39%	611	980	(369)	-38%	909	(298)	-33%
<b><u>Surgery Services</u></b>											
Inpatient Cases	56	65	(9)	-14%	422	588	(166)	-28%	579	(157)	-27%
Outpatient Cases	132	156	(24)	-15%	1,259	1,392	(133)	-10%	1,292	(33)	-3%
Total surgeries	188	221	(33)	-15%	1,681	1,980	(299)	-15%	1,871	(190)	-10%
<b><u>Emergency Room</u></b>											
Visits	2,565	3,008	(443)	-15%	21,877	24,750	(2,873)	-12%	23,272	(1,395)	-6%
Admits	161	188	(27)	-14%	1,336	1,554	(218)	-14%	1,460	(124)	-8%
<b><u>Ancillary Services</u></b>											

Tulare Regional Medical Center  
Financial Statistics Summary  
February 29, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b>Inpatient</b>											
Imaging Procedures	666	670	(4)	-1%	5,523	5,489	34	1%	5,232	291	6%
Lab Tests	9,976	9,124	852	9%	81,667	76,265	5,402	7%	72,924	8,743	12%
<b>Outpatient</b>											
Endoscopy Procedures	97	151	(54)	-36%	873	1,253	(380)	-30%	1,206	(333)	-28%
Lab Tests	15,277	15,730	(453)	-3%	127,478	131,483	(4,005)	-3%	125,722	1,756	1%
Diag. radiology procedures	2,345	2,346	(1)	0%	18,227	18,792	(565)	-3%	17,902	325	2%
Nuclear medicine procedures	26	27	(1)	-4%	164	267	(103)	-39%	218	(54)	-25%
MRI procedures	101	111	(10)	-9%	786	972	(186)	-19%	925	(139)	-15%
Ultrasound procedures	578	559	19	3%	4,871	4,748	123	3%	4,518	353	8%
CT procedures	408	412	(4)	-1%	3,452	3,454	(2)	0%	3,285	167	5%
<b>Clinics</b>											
Primary Care Visits	1,383	1,181	202	17%	10,744	9,967	777	8%	8,431	2,313	27%
Specialty Care Visits	276	670	(394)	-59%	3,403	5,284	(1,881)	-36%	4,454	(1,051)	-24%
<b>Home Health</b>											
Visits	210	265	(55)	-21%	1,745	2,167	(422)	-19%	2,113	(368)	-17%
<b>Staffing</b>											
Paid FTE's	401	379	22	6%	397	379	18	5%	400	(3)	-1%
Productive FTE's	367	347	20	6%	352	347	5	1%	327	25	8%
Paid FTE's/AOB	4.12	3.93	0.19	5%	4.24	3.98	0.26	7%	4.56	(0.32)	-7%
Worked FTE's/AOB	3.76	3.60	0.16	4%	3.76	3.71	0.05	1%	3.50	0.26	8%
<b>Revenue/Costs</b>											
Op Revenue/Adjusted Discharge	12,762	9,827	2,935	30%	10,016	9,676	340	4%	9,302	714	8%
Cost/Adjusted Discharge	11,796	9,008	2,787	31%	9,284	8,814	471	5%	8,475	810	10%
Net Operating Gain/(Loss) \$	504,511	561,693	(57,182)	-10%	3,868,030	5,006,643	(1,138,613)	-23%	4,598,727	(730,697)	116%
Net Operating Gain/(Loss) %	7.6%	8.3%	-0.8%	-9%	7.3%	9.0%	-1.7%	-19%	8.9%	-1.6%	118%

**Tulare Local Health Care District**  
**Balance sheet for the period ended March 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 12,472,924	\$ 8,701,517	\$ 3,771,407	43.3%
Ltd use assets avail for curr debt srvc	7,631,446	4,316,310	3,315,136	76.8%
<b>Patient accounts receivable:</b>				
Gross pt accounts receivable	51,490,788	44,206,254	7,284,534	16.5%
Contractual allowances	(37,119,948)	(32,612,302)	(4,507,646)	13.8%
Provision for bad debts & charity	(2,880,785)	(1,963,691)	(917,094)	46.7%
Net pt accounts receivable	11,490,055	9,630,261	1,859,794	19.3%
<b>Other receiv. &amp; phys. advances</b>				
Tax revenue receivable	370,927	620,645	(249,718)	-40.2%
Misc receivables	13,740,726	14,440,959	(700,233)	-4.8%
Physician advances	269,754	11,336	258,418	2279.6%
Total other receivables	14,381,407	15,072,940	(691,533)	-4.6%
Inventories	1,187,201	1,236,129	(48,928)	-4.0%
Prepaid expenses & deposits	1,007,694	702,686	305,008	43.4%
<b>Total current assets</b>	<b>48,170,727</b>	<b>39,659,843</b>	<b>8,510,884</b>	<b>21.5%</b>
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	986,407	5,025,166	(4,038,759)	-80.4%
<b>Total limited use assets</b>	<b>986,407</b>	<b>5,025,190</b>	<b>(4,038,783)</b>	<b>-80.4%</b>
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,316,445	43,369,991	946,454	2.2%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	35,857,793	32,100,465	3,757,328	11.7%
Construction in progress	138,805,772	132,712,982	6,092,790	4.6%
Gross capital assets	222,503,655	211,514,106	10,989,549	5.2%
Accumulated depreciation	(62,299,955)	(56,987,673)	(5,312,282)	9.3%
Net capital assets	160,203,700	154,526,433	5,677,267	3.7%
Bond issuance costs & other assets	931,505	1,006,848	(75,343)	-7.5%
Intercompany receivable	545,457	1,862,308	(1,316,851)	-70.7%
<b>TOTAL ASSETS</b>	<b>\$ 210,837,796</b>	<b>\$ 202,080,622</b>	<b>\$ 8,757,174</b>	<b>4.3%</b>
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,394,549	\$ 1,026,346	\$ 1,368,203	133.3%
Accounts payable	12,222,056	14,150,719	(1,928,663)	-13.6%
Other accrued liabilities	1,855,773	2,788,986	(933,213)	-33.5%
Accrued payroll & related liabilities	(710,640)	84,176	(794,816)	-944.2%

Tulare Local Health Care District  
Balance sheet for the period ended March 31, 2016  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(978,939)	1,531,447	(2,510,386)	-163.9%
Self insurance program accrual	<u>137,143</u>	<u>1,142,761</u>	<u>(1,005,618)</u>	-88.0%
Total current liabilities	14,919,942	20,724,435	(5,804,493)	-28.0%
Long-term liabilities:				
Deferred revenue	5,137,897	7,748,931	(2,611,034)	-33.7%
Debt borrowings, net of curr maturities	<u>104,617,573</u>	<u>102,620,276</u>	<u>1,997,297</u>	1.9%
<b>TOTAL LIABILITIES</b>	<b>124,675,412</b>	<b>131,093,642</b>	<b>(6,418,230)</b>	-4.9%
Net assets:				
Net investment in capital assets	42,371,455	39,984,289	2,387,166	6.0%
Restricted by bond indenture-debt svc	15,264,344	15,987,967	(723,623)	-4.5%
Unrestricted	18,515,242	4,000,544	14,514,698	362.8%
Net income, corporate	<u>10,011,343</u>	<u>10,891,375</u>	<u>(880,032)</u>	-8.1%
Total net assets	<u>86,162,384</u>	<u>70,864,175</u>	<u>15,298,209</u>	21.6%
Intercompany payable	<u>-</u>	<u>122,805</u>	<u>(122,805)</u>	-100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b><u>\$ 210,837,796</u></b>	<b><u>\$ 202,080,622</u></b>	<b><u>\$ 8,757,174</u></b>	4.3%

Tulare Local Health Care District  
Statement of revenue and expenditures  
For the month ended March 31, 2016  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ 3,773,324	\$ 4,415,480	\$ (642,156)	-14.5%	\$ 34,106,369	\$ 35,287,409	\$ (1,181,040)	-3.3%
6,513,394	5,780,389	733,005	12.7%	54,668,010	49,570,464	5,097,546	10.3%
12,476,190	12,993,721	(517,531)	-4.0%	110,866,376	101,441,440	9,424,936	9.3%
22,762,908	23,189,590	(426,682)	-1.8%	199,640,755	186,299,313	13,341,442	7.2%
Deductions from revenue:							
(17,332,581)	(17,275,899)	(56,682)	0.3%	(145,543,367)	(135,087,257)	(10,456,110)	7.7%
1,650,852	563,654	1,087,198	-192.9%	11,203,858	8,220,247	2,983,611	36.3%
(206,314)	4,523	(210,837)	4661.4%	(2,156,388)	(255,255)	(1,901,133)	744.8%
(462,584)	(105,324)	(357,260)	339.2%	(5,957,661)	(2,905,559)	(3,052,102)	105.0%
(16,350,627)	(16,813,046)	462,419	-2.8%	(142,453,558)	(130,027,824)	(12,425,734)	9.6%
6,412,281	6,376,544	35,737	0.6%	57,187,197	56,271,489	915,708	1.6%
334,412	69,068	265,344	384.2%	2,497,000	1,854,421	642,579	34.7%
6,746,693	6,445,612	301,081	4.7%	59,684,197	58,125,910	1,558,287	2.7%
Operating expenses:							
-	27,021	(27,021)	-100.0%	27,060	7,783,422	(7,756,362)	-99.7%
-	1,270	(1,270)	-100.0%	(106,493)	2,970,511	(3,077,004)	-103.6%
223,272	471,005	(247,733)	-52.6%	5,001,533	3,721,083	1,280,450	34.4%
433,060	586,089	(153,029)	-26.1%	3,766,942	3,625,488	141,454	3.9%
826,158	943,162	(117,004)	-12.4%	7,253,382	7,577,779	(324,397)	-4.3%
785,597	2,859,742	(2,074,145)	-72.5%	8,032,347	20,069,103	(12,036,756)	-60.0%
3,504,405	-	3,504,405	100.0%	24,979,629	-	24,979,629	100.0%
23,813	31,896	(8,083)	-25.3%	157,895	250,472	(92,577)	-37.0%
93,626	136,440	(42,814)	-31.4%	1,165,562	1,502,690	(337,128)	-22.4%
70,877	70,773	104	0.1%	601,969	590,482	11,487	1.9%
72,603	100,194	(27,591)	-27.5%	571,306	738,594	(167,288)	-22.6%
324,465	344,097	(19,632)	-5.7%	3,106,493	3,178,782	(72,289)	-2.3%
(22,795)	176,968	(199,763)	-112.9%	846,930	821,819	25,111	3.1%
6,335,081	5,748,657	586,424	10.2%	55,404,555	52,830,225	2,574,330	4.9%
411,612	696,955	(285,343)	-40.9%	4,279,642	5,295,685	(1,016,043)	-19.2%
146,355	132,000	14,356	10.9%	1,297,781	1,288,000	9,781	0.8%
18,848	11,361	7,487	65.9%	106,082	(35,156)	141,238	401.7%
(65,992)	(65,948)	(44)	0.1%	(584,149)	(604,377)	20,228	-3.3%
37,392	25,987	11,405	43.9%	362,222	385,049	(22,827)	-5.9%
-	-	-	0.0%	-	-	-	0.0%
136,604	103,400	33,204	32.1%	1,181,936	1,033,516	148,420	14.4%
548,216	800,355	(252,139)	-31.5%	5,461,578	6,329,201	(867,623)	-13.7%
950,050	507,363	442,687	87.3%	4,549,769	4,562,174	(12,405)	-0.3%
-	-	-		-	-	-	
\$ 1,498,266	\$ 1,307,718	\$ 190,548	14.6%	\$ 10,011,347	\$ 10,891,375	\$ (880,028)	-8.1%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD March 2016**

<b>RECEIPTS</b>				<b>DISBURSEMENTS</b>			
	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>		<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>				<b>Operating Expenses</b>			
Third parties and private pay	41,768,694	42,062,539	(293,845)	Salaries and wages	27,021	8,381,396	(8,354,375)
Cost report settlements	(59,644)	1,973,639	(2,033,283)	Benefits	157,329	5,785,792	(5,628,463)
ED professional fees	2,376,779	-	2,376,779	Physician fees	4,052,904	3,388,899	664,005
Capitation revenue	88,572	87,081	1,491	Nurse registry	410,026	351,653	58,373
Total	<u>44,174,401</u>	<u>44,123,259</u>	<u>51,142</u>	Professional fees	5,135,951	9,154,790	(4,018,839)
				Supplies	7,545,194	7,661,075	(115,881)
<b>Other Cash Receipts</b>				Purchased services	9,625,631	13,589,631	(3,964,000)
Property tax income	1,014,847	998,662	16,185	Purchased HCCA Labor	25,397,710	11,187,116	14,210,593
Interest income	82,756	48,871	33,885	Utilities	1,231,328	1,683,869	(452,541)
Evolutions income	1,479,270	1,629,068	(149,798)	Insurance	829,812	664,203	165,609
Rent income	300,645	329,452	(28,807)	Interest expense	22,328	34,981	(12,653)
Other operating income	142,938	(97,422)	240,360	Other direct expenses	<u>1,549,746</u>	<u>1,237,924</u>	<u>311,822</u>
Bond rebate (pass-thru)	-	-	-	Total	55,984,981	63,121,329	(7,136,349)
Grants & contributions	<u>818,671</u>	<u>393,713</u>	<u>424,958</u>				
Total	<u>3,839,127</u>	<u>3,302,344</u>	<u>536,783</u>	<b>Assets &amp; Liabilities</b>			
				Miscellaneous receivables	(267,055)	(25,000)	(242,055)
<b>Supplemental Funding</b>				Accounts payable	490,779	(17,189,155)	17,679,934
SB855 DSH	1,959,013	1,997,455	(38,442)	Payroll liabilities	<u>7,661</u>	<u>(662,273)</u>	<u>669,934</u>
AB113 NDPH	(2,208,875)	(2,073,755)	(135,120)	Total	231,385	(17,876,428)	18,107,813
SB1255 NDPHSF	-	-	-				
QAF	734,930	-	734,930	<b>Capital Related Financing</b>			
MCP RATE RANGE	3,079,709	436,541	2,643,168	Construction in Progress	(1,378,466)	3,964,079	(5,342,545)
AB915	-	-	-	Capital lease costs	2,602,442	1,029,792	1,572,650
Total	<u>3,564,777</u>	<u>360,241</u>	<u>3,204,536</u>	Cost of Issuance	(1,521,545)	(2,039,394)	517,849
				GO bond costs	-	1,200	(1,200)
				Revenue bond costs	955,571	1,046,509	(90,938)
				Land & buildings	78,748	-	78,748
				Movable equipment	<u>266,020</u>	<u>276,164</u>	<u>(10,144)</u>
				Total	1,002,770	4,278,350	(3,275,580)
				<b>Total Disbursements</b>			
					<u>\$ 57,219,135</u>	<u>\$ 49,523,251</u>	<u>\$ 7,695,884</u>
<b>Total Cash Receipts</b>	<u>\$ 51,578,306</u>	<u>\$ 47,785,844</u>	<u>\$ 3,792,462</u>				
<b>Cash and Cash Equivalents - Ending Balances</b>				<b>Change in Cash &amp; Cash Equivalents</b>	<u>\$ (5,640,829.51)</u>	<u>\$ (1,737,407)</u>	<u>\$ (3,903,422)</u>
BOS concentration		2,107,848					
BOS-ER pro		480,365					
USB lockbox							
UB health claims checking							
Petty cash		2,651					
CalTrust		9,882,060					
Total	-	<u>\$ 12,472,924</u>					

**Tulare Regional Medical Center**  
**Financial Statistics Summary**  
**March 31, 2016**

	Current Month				Year-to-Date						
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	Prior year YTD	Increase/ (Decrease)	% Chg.
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	1,338	1,370	(32)	-2%	11,472	11,960	(488)	-4%	11,129	343	3%
Discharges	285	335	(50)	-15%	2,657	2,964	(307)	-10%	2,860	(203)	-7%
Average Length of Stay	4.69	4.09	0.61	15%	4.32	4.04	0.28	7%	3.89	0.43	11%
<b><u>Discharges</u></b>											
Medicare	101	123	(22)	-18%	819	883	(64)	-7%	848	(29)	-3%
Medicare MC	20	15	5	34%	103	117	(14)	-12%	112	(9)	-8%
Medi-Cal	23	43	(20)	-46%	344	480	(136)	-28%	468	(124)	-26%
Medi-Cal MC	90	103	(13)	-13%	988	1,051	(63)	-6%	1,016	(28)	-3%
IMO/PPO	41	44	(3)	-6%	326	355	(29)	-8%	341	(15)	-4%
Self-Pay	3	-	3	#DIV/0!	40	24	16	63%	24	16	67%
Other	7	7	(0)	-6%	37	54	(17)	-31%	51	(14)	-27%
	285	335	(50)	-15%	2,657	2,964	(307)	-10%	2,860	(203)	-7%
<b><u>Case Mix Index</u></b>											
Medicare	1.3407	1.3575	(0.0168)	-1%	1.3073	1.3762	(0.0689)	-5%	1.3762	(0.0689)	-5%
Medi-Cal	1.0520	0.8922	0.1598	18%	0.9467	0.8434	0.1033	12%	0.8434	0.1033	12%
Overall	1.1455	1.0314	0.1141	11%	1.0319	1.0051	0.0268	3%	1.0051	0.0268	3%
<b><u>Newborn Deliveries</u></b>	46	88	(42)	-48%	631	863	(232)	-27%	795	(164)	-21%
<b><u>Observation</u></b>											
Patients	103	131	(28)	-21%	783	1,111	(328)	-30%	1,233	(450)	-36%
Hours	1,822	3,072	(1,250)	-41%	16,535	26,064	(9,529)	-37%	30,737	(14,202)	-46%
Equivalent days	76	131	(55)	-42%	687	1,111	(424)	-38%	1,128	(441)	-39%
<b><u>Surgery Services</u></b>											
Inpatient Cases	56	66	(10)	-15%	478	654	(176)	-27%	619	(141)	-23%
Outpatient Cases	112	156	(44)	-28%	1,371	1,548	(177)	-11%	1,486	(115)	-8%
Total surgeries	168	222	(54)	-24%	1,849	2,202	(353)	-16%	2,105	(256)	-12%
<b><u>Emergency Room</u></b>											
Visits	2,823	3,015	(192)	-6%	24,700	27,765	(3,065)	-11%	26,419	(1,719)	-7%
Admits	182	189	(7)	-4%	1,518	1,743	(225)	-13%	1,645	(127)	-8%
<b><u>Ancillary Services</u></b>											

Tulare Regional Medical Center  
Financial Statistics Summary  
March 31, 2016

	Current Month				Year-to-Date						
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	Prior year YTD	Increase/ (Decrease)	% Cig.
<b>Inpatient</b>											
Imaging Procedures	683	709	(26)	-4%	6,206	6,198	8	0%	5,969	237	4%
Lab Tests	10,945	10,052	893	9%	92,612	86,317	6,295	7%	83,382	9,230	11%
<b>Outpatient</b>											
Endoscopy Procedures	95	159	(64)	-40%	968	1,412	(444)	-31%	1,402	(434)	-31%
Lab Tests	17,587	17,330	257	1%	145,065	148,813	(3,748)	-3%	143,336	1,729	1%
Diag. radiology procedures	2,485	2,459	26	1%	20,712	21,251	(539)	-3%	20,618	94	0%
Nuclear medicine procedures	21	33	(12)	-36%	185	300	(115)	-38%	245	(60)	-24%
MRI procedures	115	113	2	2%	901	1,085	(184)	-17%	1,034	(133)	-13%
Ultrasound procedures	650	619	31	5%	5,521	5,367	154	3%	5,102	419	8%
CT procedures	459	437	22	5%	3,911	3,891	20	1%	3,702	209	6%
<b>Clinics</b>											
Primary Care Visits	1,579	1,308	271	21%	12,323	11,275	1,048	9%	9,610	2,713	28%
Specialty Care Visits	344	663	(319)	-48%	3,747	5,947	(2,200)	-37%	5,052	(1,305)	-26%
<b>Home Health</b>											
Visits	303	290	13	4%	2,048	2,457	(409)	-17%	2,439	(391)	-16%
<b>Staffing</b>											
Paid FTE's	399	379	20	5%	397	379	18	5%	398	(1)	0%
Productive FTE's	366	347	19	6%	353	347	6	2%	330	23	7%
Paid FTE's/AOB	4.17	3.87	0.31	8%	4.23	3.97	0.27	7%	4.48	(0.25)	-6%
Worked FTE's/AOB	3.84	3.54	0.30	8%	3.77	3.70	0.07	2%	3.52	0.25	7%
<b>Revenue/Costs</b>											
Op Revenue/Adjusted Discharge	10,692	9,529	1,163	12%	10,091	9,659	432	4%	9,265	826	9%
Cost/Adjusted Discharge	10,040	8,504	1,536	18%	9,368	8,779	589	7%	8,422	946	11%
Net Operating Gain/(Loss) \$	411,612	762,061	(350,449)	-46%	4,279,642	5,768,704	(1,489,062)	-26%	5,295,682	(1,016,040)	119%
Net Operating Gain/(Loss) %	6.1%	10.8%	-4.7%	-43%	7.2%	9.2%	-2.0%	-22%	9.1%	-1.9%	121%

**Tulare Local Health Care District**  
**Balance sheet for the period ended April 30, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 11,729,390	\$ 11,871,459	\$ (142,069)	-1.2%
Ltd use assets avail for curr debt srvc	7,631,446	4,316,310	3,315,136	76.8%
<b>Patient accounts receivable:</b>				
Gross pt accounts receivable	51,611,911	46,193,187	5,418,724	11.7%
Contractual allowances	(37,124,994)	(33,581,048)	(3,543,946)	10.6%
Provision for bad debts & charity	(2,990,695)	(2,218,060)	(772,635)	34.8%
Net pt accounts receivable	11,496,222	10,394,079	1,102,143	10.6%
<b>Other receiv. &amp; phys. advances</b>				
Tax revenue receivable	82,832	697,506	(614,674)	-88.1%
Misc receivables	15,480,670	9,631,719	5,848,951	60.7%
Physician advances	263,994	8,783	255,211	2905.7%
Total other receivables	15,827,496	10,338,008	5,489,488	53.1%
Inventories	1,168,139	1,220,401	(52,262)	-4.3%
Prepaid expenses & deposits	886,717	705,324	181,393	25.7%
Total current assets	48,739,410	38,845,581	9,893,829	25.5%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	2,599,004	8,002,448	(5,403,444)	-67.5%
Total limited use assets	2,599,004	8,002,472	(5,403,468)	-67.5%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,433,363	43,402,724	1,030,639	2.4%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	35,893,050	32,107,489	3,785,561	11.8%
Construction in progress	139,556,940	133,777,909	5,779,031	4.3%
Gross capital assets	223,406,998	212,618,790	10,788,208	5.1%
Accumulated depreciation	(62,612,621)	(57,314,312)	(5,298,309)	9.2%
Net capital assets	160,794,377	155,304,478	5,489,899	3.5%
Bond issuance costs & other assets	922,516	993,379	(70,863)	-7.1%
Intercompany receivable	824,042	-	824,042	100.0%
<b>TOTAL ASSETS</b>	<b>\$ 213,879,349</b>	<b>\$ 203,145,910</b>	<b>\$ 10,733,439</b>	<b>5.3%</b>
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,240,355	\$ 908,502	\$ 1,331,853	146.6%
Accounts payable	12,438,008	12,421,711	16,297	0.1%
Other accrued liabilities	1,987,094	2,736,156	(749,062)	-27.4%
Accrued payroll & related liabilities	(739,319)	376,001	(1,115,320)	-296.6%

Tulare Local Health Care District  
Balance sheet for the period ended April 30, 2016  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(1,012,052)	1,531,447	(2,543,499)	-166.1%
Self insurance program accrual	180,000	1,270,469	(1,090,469)	-85.8%
Total current liabilities	15,094,086	19,244,286	(4,150,200)	-21.6%
Long-term liabilities:				
Deferred revenue	6,145,597	9,390,050	(3,244,453)	-34.6%
Debt borrowings, net of curr maturities	105,185,366	103,190,064	1,995,302	1.9%
<b>TOTAL LIABILITIES</b>	<b>126,425,049</b>	<b>131,824,400</b>	<b>(5,399,351)</b>	<b>-4.1%</b>
Net assets:				
Net investment in capital assets	42,548,533	40,310,390	2,238,143	5.6%
Restricted by bond indenture-debt svc	16,876,942	18,965,249	(2,088,307)	-11.0%
Unrestricted	16,779,283	697,161	16,082,122	2306.8%
Net income, corporate	11,024,675	13,306,364	(2,281,689)	-17.1%
Total net assets	87,229,433	73,279,164	13,950,269	19.0%
Intercompany payable	224,870	(1,957,654)	2,182,524	111.5%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 213,879,352</b>	<b>\$ 203,145,910</b>	<b>\$ 10,733,442</b>	<b>5.3%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended April 30, 2016**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
<b>Patient Revenue:</b>							
\$ 3,869,958	\$ 3,667,470	\$ 202,488	5.5%	\$ 37,976,326	\$ 38,954,879	\$ (978,553)	-2.5%
5,513,332	6,117,412	(604,080)	-9.9%	60,181,342	55,687,876	4,493,466	8.1%
<u>12,324,699</u>	<u>14,600,100</u>	<u>(2,275,401)</u>	-15.6%	<u>123,191,075</u>	<u>116,041,541</u>	<u>7,149,534</u>	6.2%
21,707,989	24,384,982	(2,676,993)	-11.0%	221,348,743	210,684,296	10,664,447	5.1%
<b>Deductions from revenue:</b>							
(16,355,336)	(18,151,027)	1,795,691	-9.9%	(161,898,703)	(153,238,284)	(8,660,419)	5.7%
1,392,800	605,254	787,546	-130.1%	12,596,658	8,825,501	3,771,157	42.7%
(345,557)	98,115	(443,672)	452.2%	(2,501,945)	(157,141)	(2,344,804)	1492.2%
<u>(294,317)</u>	<u>(447,067)</u>	<u>152,750</u>	-34.2%	<u>(6,251,979)</u>	<u>(3,352,626)</u>	<u>(2,899,353)</u>	86.5%
(15,602,410)	(17,894,725)	2,292,315	-12.8%	(158,055,969)	(147,922,550)	(10,133,419)	6.9%
6,105,579	6,490,257	(384,678)	-5.9%	63,292,774	62,761,746	531,028	0.8%
<u>235,625</u>	<u>18,275</u>	<u>217,350</u>	1189.3%	<u>2,732,625</u>	<u>1,872,696</u>	<u>859,929</u>	45.9%
<b>6,341,204</b>	<b>6,508,532</b>	<b>(167,328)</b>	-2.6%	<b>66,025,399</b>	<b>64,634,442</b>	<b>1,390,957</b>	2.2%
<b>Operating expenses:</b>							
-	27,021	(27,021)	-100.0%	27,060	7,810,443	(7,783,383)	-99.7%
(30,058)	1,271	(31,329)	-2464.9%	(136,551)	2,971,781	(3,108,332)	-104.6%
459,866	440,204	19,662	4.5%	5,461,399	4,161,287	1,300,112	31.2%
453,247	478,594	(25,347)	-5.3%	4,220,189	4,104,081	116,108	2.8%
840,229	673,214	167,015	24.8%	8,093,610	8,250,993	(157,383)	-1.9%
844,162	3,364,336	(2,520,174)	-74.9%	8,876,508	23,433,438	(14,556,930)	-62.1%
2,616,499	-	2,616,499	100.0%	27,596,129	-	27,596,129	100.0%
52,300	20,758	31,542	152.0%	210,195	271,229	(61,034)	-22.5%
127,038	156,524	(29,486)	-18.8%	1,292,601	1,659,214	(366,613)	-22.1%
66,124	60,126	5,998	10.0%	668,093	650,608	17,485	2.7%
108,881	95,860	13,021	13.6%	680,187	834,454	(154,267)	-18.5%
326,134	340,108	(13,974)	-4.1%	3,432,627	3,518,890	(86,263)	-2.5%
<u>82,038</u>	<u>117,316</u>	<u>(35,278)</u>	-30.1%	<u>928,968</u>	<u>939,135</u>	<u>(10,167)</u>	-1.1%
5,946,460	5,775,332	171,128	3.0%	61,351,015	58,605,553	2,745,462	4.7%
<b>394,744</b>	<b>733,200</b>	<b>(338,456)</b>	-46.2%	<b>4,674,384</b>	<b>6,028,889</b>	<b>(1,354,505)</b>	-22.5%
146,356	132,000	14,356	10.9%	1,444,137	1,420,000	24,137	1.7%
9,504	6,515	2,989	45.9%	115,586	(28,641)	144,227	503.6%
(67,000)	(64,864)	(2,136)	3.3%	(651,150)	(669,241)	18,091	-2.7%
24,357	1,100,772	(1,076,415)	-97.8%	386,579	1,485,822	(1,099,243)	-74.0%
-	-	-	0.0%	-	-	-	0.0%
113,217	1,174,423	(1,061,206)	-90.4%	1,295,152	2,207,940	(912,788)	-41.3%
507,961	1,907,623	(1,399,662)	-73.4%	5,969,536	8,236,829	(2,267,293)	-27.5%
505,368	507,363	(1,995)	-0.4%	5,055,137	5,069,537	(14,400)	-0.3%
-	-	-	-	-	-	-	-
<b>\$ 1,013,329</b>	<b>\$ 2,414,986</b>	<b>\$ (1,401,657)</b>	-58.0%	<b>\$ 11,024,673</b>	<b>\$ 13,306,366</b>	<b>\$ (2,281,693)</b>	-17.1%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD April 2016**

<b>RECEIPTS</b>			
	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>			
Third parties and private pay	45,881,392	47,164,675	(1,283,283)
Cost report settlements	(59,644)	1,973,639	(2,033,283)
ED professional fees	2,947,492	-	2,947,492
Capitation revenue	89,859	94,526	(4,667)
Total	<u>48,859,099</u>	<u>49,232,840</u>	<u>(373,741)</u>
<b>Other Cash Receipts</b>			
Property tax income	1,449,298	1,408,430	40,868
Interest income	94,165	54,112	40,053
Evolutions income	1,643,368	1,810,237	(166,869)
Rent income	323,094	338,208	(15,114)
Other operating income	143,945	(642,886)	786,831
Bond rebate (pass-thru)	-	-	-
Grants & contributions	<u>818,323</u>	<u>438,061</u>	<u>380,262</u>
Total	<u>4,472,193</u>	<u>3,406,162</u>	<u>1,066,031</u>
<b>Supplemental Funding</b>			
SB855 DSH	1,959,013	2,544,804	(585,791)
AB113 NDPH	(2,208,875)	1,392,339	(3,601,214)
SB1255 NDPHSF	-	-	-
QAF	734,930	-	734,930
MCP RATE RANGE	3,079,709	2,582,506	497,203
AB915	-	-	-
Total	<u>3,564,777</u>	<u>6,519,649</u>	<u>(2,954,872)</u>
<b>Total Cash Receipts</b>	<u>\$ 56,896,069</u>	<u>\$ 59,158,651</u>	<u>\$ (2,262,582)</u>

**Cash and Cash Equivalents - Ending Balances**

BOS concentration	1,758,473
BOS-ER pro	79,391
USB lockbox	
UB health claims checking	
Petty cash	2,651
CalTrust	9,888,874
Total	<u>\$ 11,729,389</u>

<b>DISBURSEMENTS</b>			
	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Operating Expenses</b>			
Salaries and wages	27,021	8,408,417	(8,381,396)
Benefits	159,702	6,131,342	(5,971,640)
Physician fees	4,508,611	3,884,283	624,328
Nurse registry	571,423	354,967	216,456
Professional fees	5,575,115	9,537,491	(3,962,376)
Supplies	8,356,511	8,436,986	(80,475)
Purchased services	10,529,272	16,174,544	(5,645,272)
Purchased HCCA Labor	28,029,993	13,765,547	14,264,446
Utilities	1,284,653	1,537,695	(253,042)
Insurance	876,075	704,016	172,059
Interest expense	26,904	37,420	(10,516)
Other direct expenses	<u>1,680,473</u>	<u>1,475,473</u>	<u>205,000</u>
Total	<u>61,625,753</u>	<u>70,448,181</u>	<u>(8,822,427)</u>
<b>Assets &amp; Liabilities</b>			
Miscellaneous receivables	(206,790)	(30,000)	(176,790)
Accounts payable	120,834	(17,943,448)	18,064,282
Payroll liabilities	<u>7,661</u>	<u>(613,985)</u>	<u>621,646</u>
Total	<u>(78,295)</u>	<u>(18,587,433)</u>	<u>18,509,137</u>
<b>Capital Related Financing</b>			
Construction in Progress	(938,369)	4,588,126	(5,526,495)
Capital lease costs	2,756,636	1,147,637	1,608,999
Cost of Issuance	(1,517,065)	(1,307,468)	(209,597)
GO bond costs	-	1,200	(1,200)
Revenue bond costs	1,061,746	1,152,683	(90,937)
Land & buildings	78,748	-	78,748
Movable equipment	<u>291,280</u>	<u>283,188</u>	<u>8,092</u>
Total	<u>1,732,975</u>	<u>5,865,366</u>	<u>(4,132,391)</u>
<b>Total Disbursements</b>	<u>\$ 63,280,433</u>	<u>\$ 57,726,114</u>	<u>\$ 5,554,319</u>

**Change in Cash & Cash Equivalents** \$ (6,384,363.67) \$ 1,432,537 \$ (7,816,901)

**Tulare Regional Medical Center**  
**Financial Statistics Summary**  
**April 30, 2016**

	Current Month				Year-to-Date					Prior year	Increase/	
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	YTD	(Decrease)	% Chg.	
<b><u>Inpatient Utilization</u></b>												
Acute Patient Days	1,151	1,106	45	4%	12,623	13,066	(443)	-3%	12,348	275	2%	
Discharges	227	280	(53)	-19%	2,884	3,244	(360)	-11%	3,148	(264)	-8%	
Average Length of Stay	5.07	3.95	1.12	28%	4.38	4.03	0.35	9%	3.92	0.45	12%	
<b><u>Discharges</u></b>												
Medicare	89	94	(5)	-5%	908	977	(69)	-7%	948	(40)	-4%	
Medicare MC	9	21	(12)	-57%	112	138	(26)	-19%	132	(20)	-15%	
Medi-Cal	16	32	(16)	-49%	360	511	(151)	-30%	496	(136)	-27%	
Medi-Cal MC	82	82	(0)	-1%	1,070	1,133	(63)	-6%	1,105	(35)	-3%	
HMO/PPO	24	42	(18)	-43%	350	397	(47)	-12%	383	(33)	-9%	
Self-Pay	1	5	(4)	-79%	41	29	12	40%	29	12	41%	
Other	6	4	2	56%	43	57	(14)	-25%	55	(12)	-22%	
	227	280	(53)	-19%	2,884	3,244	(360)	-11%	3,148	(264)	-8%	
<b><u>Case Mix Index</u></b>												
Medicare	1.3286	1.3257	0.0029	0%	1.3095	1.3711	(0.0617)	-4%	1.3711	(0.0617)	-4%	
Medi-Cal	1.0169	0.8952	0.1217	14%	0.9537	0.8485	0.1052	12%	0.8485	0.1052	12%	
Overall	1.1461	1.0450	0.1011	10%	1.0434	1.0091	0.0343	3%	1.0091	0.0343	3%	
<b><u>Newborn Deliveries</u></b>	37	89	(52)	-59%	668	952	(284)	-30%	850	(182)	-21%	
<b><u>Observation</u></b>												
Patients	89	99	(10)	-10%	872	1,210	(338)	-28%	1,359	(487)	-36%	
Hours	2,326	2,328	(2)	0%	22,971	28,392	(5,421)	-19%	34,245	(11,274)	-33%	
Equivalent days	97	99	(2)	-2%	956	1,210	(254)	-21%	1,251	(295)	-24%	
<b><u>Surgery Services</u></b>												
Inpatient Cases	40	65	(25)	-38%	518	719	(201)	-28%	659	(141)	-21%	
Outpatient Cases	156	154	2	1%	1,527	1,702	(175)	-10%	1,636	(109)	-7%	
Total surgeries	196	219	(23)	-11%	2,045	2,421	(376)	-16%	2,295	(250)	-11%	
<b><u>Emergency Room</u></b>												
Visits	2,734	2,875	(141)	-5%	27,434	30,640	(3,206)	-10%	29,549	(2,115)	-7%	
Admits	157	181	(24)	-13%	1,675	1,924	(249)	-13%	1,833	(158)	-9%	
<b><u>Ancillary Services</u></b>												

Tulare Regional Medical Center  
Financial Statistics Summary  
April 30, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b>Inpatient</b>											
Imaging Procedures	539	683	(144)	-21%	6,745	6,881	(136)	-2%	6,613	132	2%
Lab Tests	9,120	9,483	(363)	-4%	101,732	95,800	5,932	6%	93,359	8,373	9%
<b>Outpatient</b>											
Endoscopy Procedures	36	168	(132)	-79%	1,004	1,580	(576)	-36%	1,556	(552)	-35%
Lab Tests	16,022	16,348	(326)	-2%	161,087	165,161	(4,074)	-2%	161,101	(14)	0%
Diag. radiology procedures	2,395	2,378	17	1%	23,107	23,629	(522)	-2%	23,262	(155)	-1%
Nuclear Medicine procedures	22	26	(4)	-15%	207	326	(119)	-37%	270	(63)	-23%
MRI procedures	84	148	(64)	-43%	985	1,233	(248)	-20%	1,126	(141)	-13%
Ultrasound procedures	594	583	11	2%	6,115	5,950	165	3%	5,729	386	7%
CT procedures	416	431	(15)	-3%	4,327	4,322	5	0%	4,169	158	4%
<b>Clinics</b>											
Primary Care Visits	1,411	1,318	93	7%	13,734	12,593	1,141	9%	10,888	2,846	26%
Specialty Care Visits	330	606	(276)	-46%	4,077	6,553	(2,476)	-38%	5,640	(1,563)	-28%
<b>Home Health</b>											
Visits	183	301	(118)	-39%	2,231	2,758	(527)	-19%	2,646	(415)	-16%
<b>Staffing</b>											
Paid FTE's	400	379	21	5%	397	379	18	5%	397	(0)	0%
Productive FTE's	366	347	19	5%	355	347	8	2%	332	22	7%
Paid FTE's/AOB	4.50	4.57	-0.06	-1%	4.26	4.02	0.24	6%	4.41	(0.16)	-4%
Worked FTE's/AOB	4.12	4.18	-0.06	-1%	3.80	3.72	0.08	2%	3.56	0.24	7%
<b>Revenue/Costs</b>											
Op Revenue/Adjusted Discharge	12,078	10,492	1,586	15%	10,290	9,743	547	6%	9,245	1,044	11%
Cost/Adjusted Discharge	11,327	10,099	1,227	12%	9,564	8,911	653	7%	8,384	1,180	14%
Net Operating Gain/(Loss) \$	394,744	247,892	146,852	59%	4,674,386	6,016,596	(1,342,210)	-22%	6,028,882	(1,354,496)	-22%
Net Operating Gain/(Loss) %	6.2%	3.7%	2.5%	66%	7.1%	8.7%	-1.6%	-18%	9.3%	-2.2%	-24%

Tulare Regional Medical Center  
Financial Statistics Summary  
May 31, 2016

	Current Month				Year-to-Date						
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	Prior year YTD	Increase/ (Decrease)	% Chg.
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	1,089	1,142	(53)	-5%	13,712	14,208	(496)	-3%	13,532	180	1%
Discharges	243	288	(45)	-16%	3,127	3,532	(405)	-11%	3,450	(323)	-9%
Average Length of Stay	4.48	3.97	0.52	13%	4.39	4.02	0.36	9%	3.92	0.46	12%
<b><u>Discharges</u></b>											
Medicare	75	94	(19)	-20%	983	1,072	(89)	-8%	1,042	(59)	-6%
Medicare MC	16	16	0	2%	128	154	(26)	-17%	149	(21)	-14%
Medi-Cal	28	35	(7)	-21%	388	546	(158)	-29%	537	(149)	-28%
Medi-Cal MC	85	98	(13)	-13%	1,155	1,231	(76)	-6%	1,207	(52)	-4%
HMO/PPO	31	34	(3)	-10%	381	431	(50)	-12%	422	(41)	-10%
Self-Pay	3	5	(2)	-39%	44	34	10	29%	34	10	29%
Other	5	6	(1)	-15%	48	63	(15)	-24%	59	(11)	-19%
	243	288	(45)	-16%	3,127	3,532	(405)	-11%	3,450	(323)	-9%
<b><u>Case Mix Index</u></b>											
Medicare	1.3948	1.3010	0.0938	7%	1.3172	1.3648	(0.0476)	-3%	1.3648	(0.0476)	-3%
Medi-Cal	0.9547	0.8205	0.1342	16%	0.9538	0.8460	0.1078	13%	0.8460	0.1078	13%
Overall	1.0852	0.9824	0.1028	10%	1.0472	1.0067	0.0405	4%	1.0067	0.0405	4%
<b><u>Newborn Deliveries</u></b>											
	40	97	(57)	-59%	708	1,049	(341)	-33%	917	(209)	-23%
<b><u>Observation</u></b>											
Patients	55	106	(51)	-48%	927	1,316	(389)	-30%	1,450	(523)	-36%
Hours	1,931	2,496	(565)	-23%	24,902	30,888	(5,986)	-19%	38,073	(13,171)	-35%
Equivalent days	81	106	(25)	-24%	1,037	1,316	(279)	-21%	1,347	(310)	-23%
<b><u>Surgery Services</u></b>											
Inpatient Cases	47	70	(23)	-33%	565	789	(224)	-28%	690	(125)	-18%
Outpatient Cases	106	166	(60)	-36%	1,633	1,868	(235)	-13%	1,797	(164)	-9%
Total surgeries	153	236	(83)	-35%	2,198	2,657	(459)	-17%	2,487	(289)	-12%
<b><u>Emergency Room</u></b>											
Visits	2,703	3,049	(346)	-11%	30,137	33,689	(3,552)	-11%	32,680	(2,543)	-8%
Admits	154	191	(37)	-19%	1,829	2,115	(286)	-14%	2,011	(182)	-9%

Tulare Regional Medical Center  
Financial Statistics Summary  
May 31, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b>Ancillary Services</b>											
<b>Inpatient</b>											
Imaging Procedures	590	679	(89)	-13%	7,335	7,560	(225)	-3%	7,270	65	1%
Lab Tests	8,902	9,685	(783)	-8%	110,634	105,485	5,149	5%	103,176	7,458	7%
<b>Outpatient</b>											
Endoscopy Procedures	109	142	(33)	-23%	1,113	1,721	(608)	-35%	1,697	(584)	-34%
Lab Tests	16,550	16,697	(147)	-1%	177,637	181,858	(4,221)	-2%	177,333	304	0%
Diag. radiology procedures	2,279	2,343	(64)	-3%	25,386	25,972	(586)	-2%	25,572	(186)	-1%
Nuclear Medicine procedures	21	27	(6)	-22%	228	353	(125)	-35%	283	(55)	-19%
MRI procedures	88	127	(39)	-31%	1,073	1,360	(287)	-21%	1,219	(146)	-12%
Ultrasound procedures	601	593	8	1%	6,716	6,543	173	3%	6,269	447	7%
CT procedures	435	428	7	2%	4,762	4,750	12	0%	4,598	164	4%
<b>Clinics</b>											
Primary Care Visits	1,441	1,320	121	9%	15,175	13,913	1,262	9%	12,036	3,139	26%
Specialty Care Visits	273	594	(321)	-54%	4,350	7,147	(2,797)	-39%	6,157	(1,807)	-29%
<b>Home Health</b>											
Visits	174	300	(126)	-42%	2,405	3,058	(653)	-21%	2,876	(471)	-16%
<b>Staffing</b>											
Paid FTE's	405	379	26	7%	398	379	19	5%	396	2	1%
Productive FTE's	369	347	22	6%	356	347	9	3%	334	22	7%
Paid FTE's/AOB	4.72	4.54	0.18	4%	4.30	4.06	0.24	6%	4.39	(0.10)	-2%
Worked FTE's/AOB	4.31	4.16	0.15	4%	3.84	3.75	0.10	3%	3.61	0.24	7%
<b>Revenue/Costs</b>											
Op Revenue/Adjusted Discharge	10,844	10,368	476	5%	10,340	9,800	541	6%	9,342	998	11%
Cost/Adjusted Discharge	10,272	9,482	790	8%	9,629	8,963	665	7%	8,464	1,164	14%
Net Operating Gain/(Loss) \$	339,070	578,264	(239,194)	-41%	5,013,456	6,594,860	(1,581,404)	-24%	6,893,402	(1,879,946)	-27%
Net Operating Gain/(Loss) %	5.3%	8.5%	-3.3%	-38%	6.9%	8.7%	-1.7%	-20%	9.6%	-2.7%	-28%

**Tulare Local Health Care District**  
**Balance sheet for the period ended May 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 12,937,694	\$ 9,185,469	\$ 3,752,225	40.8%
Ltd use assets avail for curr debt srvc	7,631,446	4,316,310	3,315,136	76.8%
Patient accounts receivable:				
Gross pt accounts receivable	50,532,130	50,007,497	524,633	1.0%
Contractual allowances	(35,484,342)	(36,174,818)	690,476	-1.9%
Provision for bad debts & charity	(3,318,608)	(2,373,346)	(945,262)	39.8%
Net pt accounts receivable	<u>11,729,180</u>	<u>11,459,333</u>	<u>269,847</u>	2.4%
Other receiv. & phys. advances				
Tax revenue receivable	37,212	468,268	(431,056)	-92.1%
Misc receivables	14,043,153	12,207,410	1,835,743	15.0%
Physician advances	<u>264,234</u>	<u>4,927</u>	<u>259,307</u>	5263.0%
Total other receivables	14,344,599	12,680,605	1,663,994	13.1%
Inventories	1,176,973	1,257,932	(80,959)	-6.4%
Prepaid expenses & deposits	<u>862,311</u>	<u>652,956</u>	<u>209,355</u>	32.1%
Total current assets	48,682,203	39,552,605	9,129,598	23.1%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	24	(24)	-100.0%
Restricted trust funds, other	<u>2,626,654</u>	<u>8,598,178</u>	<u>(5,971,524)</u>	-69.5%
Total limited use assets	2,626,654	8,598,202	(5,971,548)	-69.5%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,585,320	43,402,724	1,182,596	2.7%
Leasehold improvements	221,774	28,797	192,977	670.1%
Major movable equipment	35,887,692	32,143,521	3,744,171	11.6%
Construction in progress	<u>140,404,157</u>	<u>134,721,766</u>	<u>5,682,391</u>	4.2%
Gross capital assets	224,400,814	213,598,679	10,802,135	5.1%
Accumulated depreciation	<u>(62,923,632)</u>	<u>(57,642,977)</u>	<u>(5,280,655)</u>	9.2%
Net capital assets	161,477,182	155,955,702	5,521,480	3.5%
Bond issuance costs & other assets	909,085	979,911	(70,826)	-7.2%
Intercompany receivable	<u>53,715</u>	-	<u>53,715</u>	100.0%
<b>TOTAL ASSETS</b>	<u>\$ 213,748,839</u>	<u>\$ 205,086,420</u>	<u>\$ 8,662,419</u>	4.2%

**Tulare Local Health Care District**  
**Balance sheet for the period ended May 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 2,094,586	\$ 790,491	\$ 1,304,095	165.0%
Accounts payable	11,876,729	12,291,190	(414,461)	-3.4%
Other accrued liabilities	2,195,585	2,708,490	(512,905)	-18.9%
Accrued payroll & related liabilities	(739,319)	592,611	(1,331,930)	-224.8%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(839,034)	1,531,447	(2,370,481)	-154.8%
Self insurance program accrual	(365,457)	1,251,843	(1,617,300)	-129.2%
<b>Total current liabilities</b>	<b>14,223,090</b>	<b>19,166,072</b>	<b>(4,942,982)</b>	<b>-25.8%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	8,600,107	9,372,860	(772,753)	-8.2%
Debt borrowings, net of curr maturities	102,702,290	103,762,438	(1,060,148)	-1.0%
<b>TOTAL LIABILITIES</b>	<b>125,525,487</b>	<b>132,301,370</b>	<b>(6,775,883)</b>	<b>-5.1%</b>
<b>Net assets:</b>				
Net investment in capital assets	45,860,183	40,507,251	5,352,932	13.2%
Restricted by bond indenture-debt svc	16,904,591	19,560,980	(2,656,389)	-13.6%
Unrestricted	13,439,983	(95,429)	13,535,412	14183.8%
Net income, corporate	12,018,598	14,775,683	(2,757,085)	-18.7%
<b>Total net assets</b>	<b>88,223,355</b>	<b>74,748,485</b>	<b>13,474,870</b>	<b>18.0%</b>
Intercompany payable	-	(1,963,433)	1,963,433	-100.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 213,748,842</b>	<b>\$ 205,086,422</b>	<b>\$ 8,662,420</b>	<b>4.2%</b>

Tulare Local Health Care District  
Statement of revenue and expenditures  
For the month ended May 31, 2016  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ 3,204,805	\$ 3,669,825	\$ (465,020)	-12.7%	\$ 41,181,131	\$ 42,624,704	\$ (1,443,573)	-3.4%
5,168,927	5,454,532	(285,605)	-5.2%	65,350,269	61,142,408	4,207,861	6.9%
<u>12,063,631</u>	<u>12,428,836</u>	<u>(365,205)</u>	-2.9%	<u>135,254,707</u>	<u>128,470,377</u>	<u>6,784,330</u>	5.3%
20,437,363	21,553,193	(1,115,830)	-5.2%	241,786,107	232,237,489	9,548,618	4.1%
Deductions from revenue:							
(14,122,902)	(15,700,955)	1,578,053	-10.1%	(176,021,604)	(168,939,239)	(7,082,365)	4.2%
1,165,199	1,735,594	(570,395)	32.9%	13,761,857	10,561,095	3,200,762	30.3%
(291,623)	(7,378)	(284,245)	3852.6%	(2,793,568)	(164,519)	(2,629,049)	1598.0%
<u>(989,414)</u>	<u>(227,579)</u>	<u>(761,835)</u>	334.8%	<u>(7,241,392)</u>	<u>(3,580,205)</u>	<u>(3,661,187)</u>	102.3%
(14,238,740)	(14,200,318)	(38,422)	0.3%	(172,294,707)	(162,122,868)	(10,171,839)	6.3%
6,198,623	7,352,875	(1,154,252)	-15.7%	69,491,400	70,114,621	(623,221)	-0.9%
<u>231,727</u>	<u>118,743</u>	<u>112,984</u>	95.2%	<u>2,964,352</u>	<u>1,991,439</u>	<u>972,913</u>	48.9%
6,430,350	7,471,618	(1,041,268)	-13.9%	72,455,752	72,106,060	349,692	0.5%
Operating expenses:							
-	27,021	(27,021)	-100.0%	27,060	7,837,464	(7,810,404)	-99.7%
-	52	(52)	-100.0%	(136,551)	2,971,833	(3,108,384)	-104.6%
607,589	547,229	60,360	11.0%	6,068,987	4,708,516	1,360,471	28.9%
486,203	493,752	(7,549)	-1.5%	4,706,392	4,597,813	108,579	2.4%
740,165	845,953	(105,788)	-12.5%	8,833,775	9,096,945	(263,170)	-2.9%
879,003	1,486,892	(607,889)	-40.9%	9,755,512	10,154,628	(399,116)	-3.9%
2,674,073	2,580,217	93,856	3.6%	30,270,202	17,345,919	12,924,283	74.5%
41,172	41,077	95	0.2%	251,368	312,306	(60,938)	-19.5%
115,068	18,945	96,123	507.4%	1,407,668	1,578,159	(270,491)	-16.1%
63,890	65,430	(1,540)	-2.4%	731,983	716,038	15,945	2.2%
66,024	55,405	10,619	19.2%	746,211	889,859	(143,648)	-16.1%
324,480	342,134	(17,654)	-5.2%	3,757,107	3,861,024	(103,917)	-2.7%
<u>93,613</u>	<u>103,011</u>	<u>(9,398)</u>	-9.1%	<u>1,022,581</u>	<u>1,042,146</u>	<u>(19,565)</u>	-1.9%
6,091,280	6,607,118	(515,838)	-7.8%	67,442,295	65,212,650	2,229,645	3.4%
339,070	864,500	(525,430)	-60.8%	5,013,457	6,893,410	(1,879,953)	-27.3%
174,239	132,000	42,239	32.0%	1,618,376	1,552,000	66,376	4.3%
19,080	1,977	17,103	865.1%	134,666	(26,664)	161,330	605.0%
(66,815)	(64,805)	(2,010)	3.1%	(717,965)	(734,047)	16,082	-2.2%
22,982	28,264	(5,282)	-18.7%	409,561	1,514,086	(1,104,525)	-72.9%
-	-	-	0.0%	-	-	-	0.0%
149,486	97,436	52,050	53.4%	1,444,638	2,305,375	(860,737)	-37.3%
488,556	961,936	(473,380)	-49.2%	6,458,095	9,198,785	(2,740,690)	-29.8%
505,368	507,363	(1,995)	-0.4%	5,560,506	5,576,900	(16,394)	-0.3%
-	-	-		-	-	-	
<u>\$ 993,924</u>	<u>\$ 1,469,299</u>	<u>\$ (475,375)</u>	-32.4%	<u>\$ 12,018,601</u>	<u>\$ 14,775,685</u>	<u>\$ (2,757,084)</u>	-18.7%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD May 2016**

<b>RECEIPTS</b>				<b>DISBURSEMENTS</b>			
	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>		<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>				<b>Operating Expenses</b>			
Third parties and private pay	51,139,257	51,608,863	(469,606)	Salaries and wages	27,021	8,435,438	(8,408,417)
Cost report settlements	(59,644)	1,973,639	(2,033,283)	Benefits	159,702	6,546,483	(6,386,781)
ED professional fees	3,169,904	114,168	3,055,736	Physician fees	4,990,208	4,477,351	512,857
Capitation revenue	107,435	94,628	12,807	Nurse registry	626,422	382,570	243,852
Total	<u>54,356,952</u>	<u>53,791,298</u>	<u>565,654</u>	Professional fees	6,340,326	10,053,543	(3,713,217)
				Supplies	9,065,548	9,290,015	(224,467)
<b>Other Cash Receipts</b>				Purchased services	11,433,758	14,864,152	(3,430,393)
Property tax income	1,662,456	1,587,501	74,955	Purchased HCCA Labor	30,594,824	16,345,764	14,249,060
Interest income	99,575	55,507	44,068	Utilities	1,473,174	1,637,687	(164,513)
Evolutions income	1,814,181	1,987,963	(173,782)	Insurance	922,338	740,819	181,519
Rent income	332,878	376,257	(43,379)	Interest expense	31,295	39,801	(8,506)
Other operating income	145,090	(584,061)	729,151	Other direct expenses	<u>1,865,591</u>	<u>1,644,553</u>	<u>221,038</u>
Bond rebate (pass-thru)	1,571,210	-	1,571,210	Total	<u>67,530,206</u>	<u>74,458,175</u>	<u>(6,927,969)</u>
Grants & contributions	<u>818,323</u>	<u>438,061</u>	<u>380,262</u>				
Total	<u>6,443,713</u>	<u>3,861,228</u>	<u>2,582,485</u>	<b>Assets &amp; Liabilities</b>			
				Miscellaneous receivables	(557,219)	(35,000)	(522,219)
<b>Supplemental Funding</b>				Accounts payable	564,778	(15,805,728)	16,370,506
SB855 DSH	2,459,998	2,544,804	(84,806)	Payroll liabilities	<u>7,661</u>	<u>(600,832)</u>	<u>608,493</u>
AB113 NDPH	(2,208,875)	(1,515,939)	(692,936)	Total	<u>15,219</u>	<u>(16,441,560)</u>	<u>16,456,780</u>
SB1255 NDPHSF	1,050,000	1,050,000	-				
QAF	815,009	-	815,009	<b>Capital Related Financing</b>			
MCP RATE RANGE	3,400,026	2,603,646	796,380	Construction in Progress	(551,120)	4,036,401	(4,587,521)
AB915	-	-	-	Capital lease costs	2,902,405	1,265,647	1,636,758
Total	<u>5,516,158</u>	<u>4,682,511</u>	<u>833,647</u>	Cost of Issuance	54,183	(1,307,468)	1,361,651
				GO bond costs	-	1,900	(1,900)
				Revenue bond costs	1,167,920	1,256,178	(88,258)
				Land & buildings	78,748	-	78,748
				Movable equipment	<u>295,320</u>	<u>319,221</u>	<u>(23,901)</u>
				Total	<u>3,947,456</u>	<u>5,571,879</u>	<u>(1,624,423)</u>
				<b>Total Disbursements</b>			
					<u>\$ 71,492,882</u>	<u>\$ 63,588,494</u>	<u>\$ 7,904,388</u>
<b>Total Cash Receipts</b>	<u>\$ 66,316,823</u>	<u>\$ 62,335,037</u>	<u>\$ 3,981,786</u>				
<b>Cash and Cash Equivalents - Ending Balances</b>				<b>Change in Cash &amp; Cash Equivalents</b>	<u>\$ (5,176,058.77)</u>	<u>\$ (1,253,457)</u>	<u>\$ (3,922,602)</u>
BOS concentration		2,822,881					
BOS-ER pro		219,201					
USB lockbox							
UB health claims checking							
Petty cash		2,651					
CalTrust		9,892,960					
Total	-	<u>\$ 12,937,693</u>					

**Tulare Local Health Care District**  
**Balance sheet for the period ended June 30, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Current assets:				
Cash and cash equivalents	\$ 11,827,593	\$ 17,951,535	\$ (6,123,942)	-34.1%
Ltd use assets avail for curr debt srvc	7,631,446	4,401,087	3,230,359	73.4%
Patient accounts receivable:				
Gross pt accounts receivable	51,326,303	48,885,866	2,440,437	5.0%
Contractual allowances	(36,642,863)	(35,716,687)	(926,176)	2.6%
Provision for bad debts & charity	(3,163,634)	(2,502,730)	(660,904)	26.4%
Net pt accounts receivable	<u>11,519,806</u>	<u>10,666,449</u>	<u>853,357</u>	8.0%
Other receiv. & phys. advances				
Tax revenue receivable	996,979	99,112	897,867	905.9%
Misc receivables	15,418,626	6,156,083	9,262,543	150.5%
Physician advances	<u>264,476</u>	<u>6,750</u>	<u>257,726</u>	3818.2%
Total other receivables	<u>16,680,081</u>	<u>6,261,945</u>	<u>10,418,136</u>	166.4%
Inventories	1,309,151	1,238,000	71,151	5.7%
Prepaid expenses & deposits	<u>799,487</u>	<u>635,589</u>	<u>163,898</u>	25.8%
Total current assets	<u>49,767,564</u>	<u>41,154,605</u>	<u>8,612,959</u>	20.9%
Assets limited as to use:				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	<u>3,123,429</u>	<u>8,676,189</u>	<u>(5,552,760)</u>	-64.0%
Total limited use assets	<u>3,123,429</u>	<u>8,676,189</u>	<u>(5,552,760)</u>	-64.0%
Capital assets:				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,849,284	43,402,724	1,446,560	3.3%
Leasehold improvements	607,390	28,797	578,593	2009.2%
Major movable equipment	35,913,908	32,146,731	3,767,177	11.7%
Construction in progress	<u>140,610,616</u>	<u>133,571,802</u>	<u>7,038,814</u>	5.3%
Gross capital assets	<u>225,283,069</u>	<u>212,451,925</u>	<u>12,831,144</u>	6.0%
Accumulated depreciation	<u>(63,303,866)</u>	<u>(57,970,454)</u>	<u>(5,333,412)</u>	9.2%
Net capital assets	<u>161,979,203</u>	<u>154,481,471</u>	<u>7,497,732</u>	4.9%
Bond issuance costs & other assets	896,468	966,442	(69,974)	-7.2%
Intercompany receivable	<u>455,133</u>	<u>-</u>	<u>455,133</u>	100.0%
<b>TOTAL ASSETS</b>	<b><u>\$ 216,221,797</u></b>	<b><u>\$ 205,278,707</u></b>	<b><u>\$ 10,943,090</u></b>	<b>5.3%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended June 30, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 1,948,492	\$ 2,246,422	\$ (297,930)	-13.3%
Accounts payable	12,415,247	11,664,542	750,705	6.4%
Other accrued liabilities	1,547,294	2,385,348	(838,054)	-35.1%
Accrued payroll & related liabilities	(736,946)	630,024	(1,366,970)	-217.0%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(316,808)	1,152,627	(1,469,435)	-127.5%
Self insurance program accrual	(365,457)	926,165	(1,291,622)	-139.5%
<b>Total current liabilities</b>	<b>14,491,822</b>	<b>19,005,128</b>	<b>(4,513,306)</b>	<b>-23.7%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	8,485,268	9,273,649	(788,381)	-8.5%
Debt borrowings, net of curr maturities	103,256,959	102,383,457	873,502	0.9%
<b>TOTAL LIABILITIES</b>	<b>126,234,049</b>	<b>130,662,234</b>	<b>(4,428,185)</b>	<b>-3.4%</b>
<b>Net assets:</b>				
Net investment in capital assets	45,953,629	38,956,046	6,997,583	18.0%
Restricted by bond indenture-debt svc	17,401,367	19,723,768	(2,322,401)	-11.8%
Unrestricted	12,849,762	1,292,987	11,556,775	893.8%
Net income, corporate	13,381,572	16,613,198	(3,231,626)	-19.5%
<b>Total net assets</b>	<b>89,586,330</b>	<b>76,585,999</b>	<b>13,000,331</b>	<b>17.0%</b>
Intercompany payable	401,418	(1,969,525)	2,370,943	120.4%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 216,221,797</b>	<b>\$ 205,278,708</b>	<b>\$ 10,943,089</b>	<b>5.3%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended June 30, 2016**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
<b>Patient Revenue:</b>							
\$ 3,211,346	\$ 3,670,149	\$ (458,803)	-12.5%	\$ 44,392,477	\$ 46,294,853	\$ (1,902,376)	-4.1%
5,763,719	6,020,220	(256,501)	-4.3%	71,113,988	67,162,628	3,951,360	5.9%
12,556,775	11,486,080	1,070,695	9.3%	147,811,481	139,956,457	7,855,024	5.6%
21,531,840	21,176,449	355,391	1.7%	263,317,946	253,413,938	9,904,008	3.9%
<b>Deductions from revenue:</b>							
(16,698,982)	(15,744,164)	(954,818)	6.1%	(192,720,586)	(184,683,404)	(8,037,182)	4.4%
1,859,171	772,751	1,086,420	-140.6%	15,621,028	11,333,846	4,287,182	37.8%
(524,354)	(58,490)	(465,864)	796.5%	(3,317,922)	(223,009)	(3,094,913)	1387.8%
(300,388)	(161,859)	(138,529)	85.6%	(7,541,780)	(3,742,063)	(3,799,717)	101.5%
(15,664,553)	(15,191,762)	(472,791)	3.1%	(187,959,260)	(177,314,630)	(10,644,630)	6.0%
5,867,287	5,984,687	(117,400)	-2.0%	75,358,686	76,099,308	(740,622)	-1.0%
1,117,861	212,032	905,829	427.2%	4,082,213	2,203,471	1,878,742	85.3%
6,985,148	6,196,719	788,429	12.7%	79,440,899	78,302,779	1,138,120	1.5%
<b>Operating expenses:</b>							
36	12,643	(12,607)	-99.7%	27,095	7,850,107	(7,823,012)	-99.7%
(1,695)	(116,624)	114,929	-98.5%	(138,246)	2,855,209	(2,993,455)	-104.8%
525,133	620,824	(95,691)	-15.4%	6,594,120	5,329,340	1,264,780	23.7%
476,066	495,498	(19,432)	-3.9%	5,182,458	5,093,311	89,147	1.8%
953,099	843,137	109,962	13.0%	9,786,874	9,940,082	(153,208)	-1.5%
896,900	(16,508,515)	17,405,415	105.4%	10,652,411	10,992,033	(339,622)	-3.1%
2,674,856	19,359,540	(16,684,684)	-86.2%	32,945,058	19,359,540	13,585,518	70.2%
86,251	20,823	65,428	314.2%	337,619	333,129	4,490	1.3%
151,055	212,229	(61,174)	-28.8%	1,558,723	1,890,388	(331,665)	-17.5%
71,373	62,405	8,968	14.4%	803,356	778,443	24,913	3.2%
68,524	117,060	(48,536)	-41.5%	814,735	1,006,918	(192,183)	-19.1%
393,703	340,945	52,758	15.5%	4,150,810	4,201,969	(51,159)	-1.2%
234,867	63,503	171,364	269.9%	1,257,448	1,105,649	151,799	13.7%
6,530,168	5,523,468	1,006,700	18.2%	73,972,461	70,736,118	3,236,343	4.6%
454,980	673,251	(218,271)	-32.4%	5,468,438	7,566,661	(2,098,223)	-27.7%
71,997	177,343	177,343	100.0%	1,690,373	1,729,343	(38,970)	-2.3%
23,845	18,746	5,099	27.2%	158,510	(7,918)	166,428	2101.9%
(53,469)	(64,631)	11,162	-17.3%	(771,434)	(798,678)	27,244	-3.4%
360,251	525,442	(165,191)	-31.4%	769,812	2,039,528	(1,269,716)	-62.3%
-	-	-	0.0%	-	-	-	0.0%
402,624	656,900	28,413	4.3%	1,847,261	2,962,275	(1,115,014)	-37.6%
857,604	1,330,151	(189,858)	-14.3%	7,315,699	10,528,936	(3,213,237)	-30.5%
505,368	507,363	(1,995)	-0.4%	6,065,874	6,084,263	(18,389)	-0.3%
-	-	-	-	-	-	-	-
\$ 1,362,972	\$ 1,837,514	\$ (191,853)	-10.4%	\$ 13,381,573	\$ 16,613,199	\$ (3,231,626)	-19.5%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD June 2016**

**RECEIPTS**

	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Patient Services</b>			
Third parties and private pay	54,774,279	57,049,701	(2,275,422)
Cost report settlements	(59,644)	2,389,883	(2,449,527)
ED professional fees	3,631,531	327,624	3,303,907
Capitation revenue	116,123	105,980	10,143
Total	<u>58,462,289</u>	<u>59,873,188</u>	<u>(1,410,899)</u>
<b>Other Cash Receipts</b>			
Property tax income	1,661,756	1,587,501	74,255
Interest income	127,056	55,672	71,384
Evolutions income	1,983,653	2,159,527	(175,874)
Rent income	366,332	406,613	(40,281)
Other operating income	148,571	(578,165)	726,736
Bond rebate (pass-thru)	1,571,210	-	1,571,210
Grants & contributions	916,180	438,061	478,119
Total	<u>6,774,759</u>	<u>4,069,209</u>	<u>2,705,550</u>
<b>Supplemental Funding</b>			
SB855 DSH	2,973,427	3,090,408	(116,981)
AB113 NDPH	-	3,777,127	(3,777,127)
SB1255 NDPHSF	1,050,000	1,050,000	-
QAF	447,544	-	447,544
MCP RATE RANGE	1,558,616	3,205,120	(1,646,504)
AB915	522,440	443,663	78,777
Total	<u>6,552,027</u>	<u>11,566,318</u>	<u>(5,014,291)</u>

**Total Cash Receipts**

\$ 71,789,075   \$ 75,508,715   \$ (3,719,640)

**Cash and Cash Equivalents - Ending Balances**

BOS concentration	1,440,937
BOS-ER pro	466,304
USB lockbox	
UB health claims checking	
Petty cash	2,651
CalTrust	9,917,701
Total	<u>\$ 11,827,593</u>

**DISBURSEMENTS**

	<u>Actual</u>	<u>Prior year</u>	<u>Variance</u>
<b>Operating Expenses</b>			
Salaries and wages	27,021	8,462,459	(8,435,438)
Benefits	155,634	6,678,590	(6,522,956)
Physician fees	5,420,138	4,952,071	468,067
Nurse registry	887,932	421,301	466,631
Professional fees	7,110,892	10,719,359	(3,608,467)
Supplies	10,085,375	10,181,740	(96,365)
Purchased services	12,527,667	18,245,266	(5,717,599)
Purchased HCCA Labor	33,299,925	16,345,764	16,954,161
Utilities	1,640,105	1,770,456	(130,351)
Insurance	971,101	785,971	185,130
Interest expense	35,463	42,008	(6,545)
Other direct expenses	2,001,777	1,806,951	194,826
Total	<u>74,163,032</u>	<u>80,411,935</u>	<u>(6,248,903)</u>
<b>Assets &amp; Liabilities</b>			
Miscellaneous receivables	(293,047)	(40,000)	(253,047)
Accounts payable	(320,684)	(15,957,796)	15,637,113
Payroll liabilities	7,661	(599,691)	607,352
Total	<u>(606,070)</u>	<u>(16,597,487)</u>	<u>15,991,417</u>
<b>Capital Related Financing</b>			
Construction in Progress	(251,164)	2,412,825	(2,663,989)
Capital lease costs	3,048,499	1,383,894	1,664,605
Cost of Issuance	55,035	(1,307,493)	1,362,528
GO bond costs	5,750	4,650	1,100
Revenue bond costs	1,274,095	1,365,353	(91,258)
Land & buildings	78,857	-	78,857
Movable equipment	307,202	322,430	(15,228)
Total	<u>4,518,273</u>	<u>4,181,659</u>	<u>336,614</u>
<b>Total Disbursements</b>	<u>\$ 78,075,235</u>	<u>\$ 67,996,107</u>	<u>\$ 10,079,128</u>

**Change in Cash & Cash Equivalents** \$ (6,286,160.50)   \$ 7,512,608   \$ (13,798,769)

Tulare Regional Medical Center  
Financial Statistics Summary  
June 30, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	1,113	1,229	(116)	-9%	14,825	15,437	(612)	-4%	14,677	148	1%
Discharges	246	303	(57)	-19%	3,373	3,835	(462)	-12%	3,726	(353)	-9%
Average Length of Stay	4.52	4.06	0.47	12%	4.40	4.03	0.37	9%	3.94	0.46	12%
<b><u>Discharges</u></b>											
Medicare	99	77	22	28%	1,082	1,149	(67)	-6%	1,122	(40)	-4%
Medicare MC	9	22	(13)	-59%	137	176	(39)	-22%	169	(32)	-19%
Medi-Cal	17	50	(33)	-66%	405	597	(192)	-32%	576	(171)	-30%
Medi-Cal MC	81	111	(30)	-27%	1,236	1,342	(106)	-8%	1,304	(68)	-5%
HMO/PPO	34	33	1	4%	415	464	(49)	-11%	452	(37)	-8%
Self-Pay	6	4	2	38%	50	39	11	30%	38	12	32%
Other	-	5	(5)	-100%	48	69	(21)	-30%	65	(17)	-26%
	246	303	(57)	-19%	3,373	3,835	(462)	-12%	3,726	(353)	-9%
<b><u>Case Mix Index</u></b>											
Medicare	1.4549	1.7933	(0.3384)	-19%	1.3287	1.4005	(0.0718)	-5%	1.4005	(0.0718)	-5%
Medi-Cal	0.9185	0.8148	0.1037	13%	0.9509	0.8434	0.1075	13%	0.8434	0.1075	13%
Overall	1.1140	1.1373	(0.0233)	-2%	1.0527	1.0176	0.0352	3%	1.0176	0.0352	3%
<b><u>Newborn Deliveries</u></b>	42	90	(48)	-54%	750	1,139	(389)	-34%	987	(237)	-24%
<b><u>Observation</u></b>											
Patients	77	116	(39)	-34%	1,004	1,432	(428)	-30%	1,549	(545)	-35%
Hours	1,851	2,736	(885)	-32%	26,753	33,624	(6,871)	-20%	41,508	(14,755)	-36%
Equivalent days	77	116	(39)	-34%	1,114	1,432	(318)	-22%	1,447	(333)	-23%
<b><u>Surgery Services</u></b>											
Inpatient Cases	48	70	(22)	-31%	613	859	(246)	-29%	756	(143)	-19%
Outpatient Cases	154	168	(14)	-8%	1,787	2,036	(249)	-12%	1,942	(155)	-8%
Total surgeries	202	238	(36)	-15%	2,400	2,895	(495)	-17%	2,698	(298)	-11%
<b><u>Emergency Room</u></b>											
Visits	2,468	2,964	(496)	-17%	32,605	36,653	(4,048)	-11%	35,374	(2,769)	-8%
Admits	171	186	(15)	-8%	2,000	2,301	(301)	-13%	2,166	(166)	-8%

Tulare Regional Medical Center  
Financial Statistics Summary  
June 30, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.	
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.				
<b>Ancillary Services</b>												
<b>Inpatient</b>												
Imaging Procedures	600	643	(43)	-7%	7,935	8,203	(268)	-3%	7,982	(47)	-1%	
Lab Tests	9,612	9,370	242	3%	120,246	114,855	5,391	5%	113,066	7,180	6%	
<b>Outpatient</b>												
Endoscopy Procedures	102	138	(36)	-26%	1,215	1,859	(644)	-35%	1,826	(611)	-33%	
Lab Tests	15,526	16,154	(628)	-4%	193,163	198,012	(4,849)	-2%	193,557	(394)	0%	
Diag. radiology procedures	2,141	2,224	(83)	-4%	27,527	28,196	(669)	-2%	27,704	(177)	-1%	
Nuclear Medicine procedures	24	28	(4)	-14%	252	381	(129)	-34%	304	(52)	-17%	
MRI procedures	89	97	(8)	-8%	1,162	1,457	(295)	-20%	1,331	(169)	-13%	
Ultrasound procedures	627	571	56	10%	7,343	7,114	229	3%	6,912	431	6%	
CT procedures	440	425	15	4%	5,202	5,175	27	1%	5,062	140	3%	
<b>Clinics</b>												
Primary Care Visits	1,571	1,372	199	15%	16,746	15,284	1,462	10%	13,292	3,454	26%	
Specialty Care Visits	319	514	(195)	-38%	4,669	7,662	(2,993)	-39%	6,628	(1,959)	-30%	
<b>Home Health</b>												
Visits	174	271	(97)	-36%	2,579	3,329	(750)	-23%	3,115	(536)	-17%	
<b>Staffing</b>												
Paid FTE's	410	379	30	8%	399	379	20	5%	395	4	1%	
Productive FTE's	363	347	16	5%	357	347	10	3%	335	22	7%	
Paid FTE's/AOB	4.60	4.18	0.42	10%	4.32	4.07	0.25	6%	4.41	(0.09)	-2%	
Worked FTE's/AOB	4.08	3.83	0.25	7%	3.86	3.76	0.10	3%	3.63	0.24	7%	
<b>Revenue/Costs</b>												
Op Revenue/Adjusted Discharge	11,839	9,889	1,951	20%	10,465	9,807	658	7%	9,552	913	10%	
Cost/Adjusted Discharge	11,068	9,210	1,858	20%	9,749	8,984	765	9%	8,522	1,227	14%	
Net Operating Gain/(Loss) \$	454,980	455,119	(139)	0%	5,468,436	7,049,979	(1,581,543)	-22%	7,487,633	(2,019,197)	-27%	
Net Operating Gain/(Loss) %	6.5%	6.9%	-0.3%	-5%	6.9%	8.5%	-1.6%	-19%	9.5%	-2.6%	-27%	

# EXHIBIT I

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**From:** Levinson, Marc A.

**Sent:** Tuesday, September 26, 2017 4:06 PM

**To:** Mandy Jeffcoach (mandy.jeffcoach@mccormickbarstow.com) <mandy.jeffcoach@mccormickbarstow.com>; 'Tim Thompson' <Tim.Thompson@mccormickbarstow.com>

**Cc:** Grossman, Marshall <mgrossman@orrick.com>

**Subject:** Tulare Local Healthcare District -- Financial reports for July through December 2016

Mandy and Tim,

Here's the fourth of the several emails I'll be sending you today (and probably tonight and tomorrow morning), each including District financial information. As noted in the three previous emails of today, HCCA reserves the right to disagree with the breadth, timing and true purpose of your September 11, 2017 document requests. Given the flurry of litigation since our September 5, 2017 meeting, HCCA has not only been operating the Hospital but it has had to engage in shortened notice litigation, most of which was precipitated by your firm and its claimed clients.

This fourth installment includes financials for the last six months of 2016. Note that the final icon reflects reporting on a quarterly rather than a monthly basis, covering October, November and December 2016 (i.e., the second quarter of fiscal 2017). This was due to the Cerner conversion.

As discussed in my first email of the day to you, each of the documents in each of the pdf's was prepared in the ordinary course of the District's and HCCA's businesses. And, as described in that email, all the reports were presented formally in an open meeting of the District Board's Finance Committee on the month of their release, and formally to the Board of Directors at its regular monthly meetings. The regular Board meeting is usually held the day after the Finance Committee meeting. The financials were included in each individual Board member's three ring binder. The binders are made available to Board members two days before the Board meeting. In addition, copies are distributed during the Finance Committee meeting. Finally, these are generally (but not always) posted on the website as well.

Marc

**Marc Levinson**

Senior Counsel

Orrick

Sacramento 

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Distressed Download Blog

**Tulare Local Health Care District**  
**Balance sheet for the period ended July 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Current assets:				
Cash and cash equivalents	\$ 11,385,391	\$ 17,199,050	\$ (5,813,659)	-33.8%
Ltd use assets avail for curr debt srv	7,631,446	7,631,446	-	0.0%
Patient accounts receivable:				
Gross pt accounts receivable	50,049,281	45,125,826	4,923,455	10.9%
Contractual allowances	(35,347,668)	(32,206,039)	(3,141,629)	9.8%
Provision for bad debts & charity	(2,939,249)	(2,143,257)	(795,992)	37.1%
Net pt accounts receivable	11,762,364	10,776,530	985,834	9.1%
Other receiv. & phys. advances				
Tax revenue receivable	1,028,633	143,999	884,634	614.3%
Misc receivables	16,803,700	5,415,647	11,388,053	210.3%
Physician advances	264,718	5,166	259,552	5024.2%
Total other receivables	18,097,051	5,564,812	12,532,239	225.2%
Inventories				
Prepaid expenses & deposits	1,307,832	1,059,941	247,891	23.4%
	915,602	1,022,451	(106,849)	-10.5%
Total current assets	51,099,686	43,254,230	7,845,456	18.1%
Assets limited as to use:				
GO bond construction fund	2,442,667	1,450,076	992,591	0.0%
Restricted trust funds, other	-	-	-	68.5%
Total limited use assets	2,442,667	1,450,076	992,591	68.5%
Capital assets:				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,849,284	43,402,724	1,446,560	3.3%
Leasehold improvements	607,390	28,797	578,593	2009.2%
Major movable equipment	35,939,846	33,602,659	2,337,187	7.0%
Construction in progress	141,523,036	138,023,495	3,499,541	2.5%
Gross capital assets	226,221,427	218,359,546	7,861,881	3.6%
Accumulated depreciation	(63,594,711)	(59,663,047)	(3,931,664)	6.6%
Net capital assets	162,626,716	158,696,499	3,930,217	2.5%
Bond issuance costs & other assets	882,999	952,973	(69,974)	-7.3%
Intercompany receivable	1,026,720	-	1,026,720	100.0%
<b>TOTAL ASSETS</b>	<b>\$ 218,078,788</b>	<b>\$ 204,353,778</b>	<b>\$ 13,725,010</b>	<b>6.7%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended July 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 1,802,114	\$ 4,538,245	\$ (2,736,131)	-60.3%
Accounts payable	12,499,749	11,501,129	998,620	8.7%
Other accrued liabilities	1,914,258	1,794,497	119,761	6.7%
Accrued payroll & related liabilities	(736,946)	314,054	(1,051,000)	-334.7%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(316,808)	(244,403)	(72,405)	29.6%
Self insurance program accrual	(365,030)	(558,914)	193,884	-34.7%
<b>Total current liabilities</b>	<b>14,797,337</b>	<b>17,344,608</b>	<b>(2,547,271)</b>	<b>-14.7%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	7,979,900	8,911,286	(931,386)	-10.5%
Debt borrowings, net of curr maturities	103,822,565	100,327,538	3,495,027	3.5%
<b>TOTAL LIABILITIES</b>	<b>126,599,802</b>	<b>126,583,432</b>	<b>16,370</b>	<b>0.0%</b>
<b>Net assets:</b>				
Net investment in capital assets	45,953,629	43,118,923	2,834,706	6.6%
Restricted by bond indenture-debt svc	17,401,367	15,728,013	1,673,354	10.6%
Unrestricted	26,231,334	17,304,106	8,927,228	51.6%
Net income, corporate	919,658	1,102,158	(182,500)	-16.6%
<b>Total net assets</b>	<b>90,505,988</b>	<b>77,253,200</b>	<b>13,252,788</b>	<b>17.2%</b>
Intercompany payable	973,004	517,539	455,465	88.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 218,078,794</b>	<b>\$ 204,354,171</b>	<b>\$ 13,724,623</b>	<b>6.7%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the month ended July 31, 2016**  
 unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
<b>Patient Revenue:</b>							
\$ 3,032,157	\$ 3,592,317	\$ (560,160)	-15.6%	\$ 3,032,157	\$ 3,592,317	\$ (560,160)	-15.6%
6,261,357	5,881,630	379,727	6.5%	6,261,357	5,881,630	379,727	6.5%
11,729,760	13,127,237	(1,397,477)	-10.6%	11,729,760	13,127,237	(1,397,477)	-10.6%
21,023,274	22,601,184	(1,577,910)	-7.0%	21,023,274	22,601,184	(1,577,910)	-7.0%
<b>Deductions from revenue:</b>							
(15,560,224)	(16,498,083)	937,859	-5.7%	(15,560,224)	(16,498,083)	937,859	-5.7%
1,557,088	837,302	719,786	86.0%	1,557,088	837,302	719,786	86.0%
(458,960)	(121,986)	(336,974)	276.2%	(458,960)	(121,986)	(336,974)	276.2%
(90,984)	(593,271)	502,287	-84.7%	(90,984)	(593,271)	502,287	-84.7%
(14,553,080)	(16,376,038)	1,822,958	-11.1%	(14,553,080)	(16,376,038)	1,822,958	-11.1%
6,470,194	6,225,146	245,048	3.9%	6,470,194	6,225,146	245,048	3.9%
454,233	420,360	33,873	8.1%	454,233	420,360	33,873	8.1%
6,924,427	6,645,506	278,921	4.2%	6,924,427	6,645,506	278,921	4.2%
<b>Operating expenses:</b>							
38	27,021	(26,983)	-99.9%	38	27,021	(26,983)	-99.9%
(429)	26,187	(26,616)	-101.6%	(429)	26,187	(26,616)	-101.6%
494,086	443,918	50,168	11.3%	494,086	443,918	50,168	11.3%
483,242	473,647	9,595	2.0%	483,242	473,647	9,595	2.0%
830,239	933,451	(103,212)	-11.1%	830,239	933,451	(103,212)	-11.1%
938,760	908,280	30,480	3.4%	938,760	908,280	30,480	3.4%
3,058,322	2,576,882	481,440	18.7%	3,058,322	2,576,882	481,440	18.7%
61,117	29,045	32,072	110.4%	61,117	29,045	32,072	110.4%
155,251	166,218	(10,967)	-6.6%	155,251	166,218	(10,967)	-6.6%
65,211	69,965	(4,754)	-6.8%	65,211	69,965	(4,754)	-6.8%
112,867	89,723	23,144	25.8%	112,867	89,723	23,144	25.8%
304,314	340,032	(35,718)	-10.5%	304,314	340,032	(35,718)	-10.5%
116,251	86,168	30,083	34.9%	116,251	86,168	30,083	34.9%
6,619,269	6,170,537	448,732	7.3%	6,619,269	6,170,537	448,732	7.3%
305,158	474,969	(169,811)	-35.8%	305,158	474,969	(169,811)	-35.8%
140,864	144,000	(3,136)	-2.2%	140,864	144,000	(3,136)	-2.2%
10,177	15,355	(5,178)	-33.7%	10,177	15,355	(5,178)	-33.7%
(64,224)	(64,563)	339	-0.5%	(64,224)	(64,563)	339	-0.5%
22,313	25,034	(2,721)	-10.9%	22,313	25,034	(2,721)	-10.9%
-	-	-	0.0%	-	-	-	0.0%
109,130	119,826	(10,696)	-8.9%	109,130	119,826	(10,696)	-8.9%
414,288	594,795	(180,507)	-30.3%	414,288	594,795	(180,507)	-30.3%
505,368	507,363	(1,995)	-0.4%	505,368	507,363	(1,995)	-0.4%
-	-	-	-	-	-	-	-
\$ 919,656	\$ 1,102,158	\$ (182,502)	-16.6%	\$ 919,656	\$ 1,102,158	\$ (182,502)	-16.6%

**Tulare Regional Medical Center**  
**Summary Cash Flow, actual vs. budget**  
**YTD July 2016**

<b>RECEIPTS</b>				<b>DISBURSEMENTS</b>			
	Actual	Prior year	Variance		Actual	Prior Year	Variance
<b>Patient Services</b>				<b>Operating Expenses</b>			
Third parties and private pay	4,136,652	4,980,087	(843,435)	Salaries and wages	-	27,021	(27,021)
Cost report settlements	-	-	-	Benefits	(856)	73,709	(74,565)
ID professional fees	535,820	154,821	380,999	Physician fees	493,024	501,569	(8,545)
Capitation revenue	8,982	18,129	(9,147)	Nurse registry	94,106	47,509	46,597
Total	4,681,453	5,153,037	(471,584)	Professional fees	447,185	635,253	(188,068)
				Supplies	824,999	887,191	(62,192)
<b>Other Cash Receipts</b>				Purchased services	1,072,372	1,597,905	(525,533)
Property tax income	111,538	99,114	12,424	Purchased HCCA Labor	2,863,164	2,234,108	629,056
Interest income	7,201	7,234	(33)	Utilities	155,390	169,332	(13,942)
Evolution income	159,094	177,941	(18,847)	Insurance	172,890	298,691	(125,801)
Rent income	26,036	36,954	(10,918)	Interest expense	3,987	2,138	1,849
Other operating income	77,073	122,830	(45,757)	Other direct expenses	177,681	170,638	7,043
Bond rebate (pass-thru)	787,001	783,492	3,509	Total	6,303,941	6,645,064	(341,123)
Grants & contributions	-	551,323	(551,323)				
Total	1,167,943	1,778,888	(610,945)	<b>Assets &amp; Liabilities</b>			
				Miscellaneous receivables	11,358	(210,337)	221,695
<b>Supplemental Funding</b>				Accounts payable	30,992	224,498	(193,506)
SB855 DSH	-	(57,160)	57,160	Payroll liabilities	-	(2,302)	2,302
AB113 NDPH	-	-	-	Total	42,350	11,859	30,491
SB1255 NDPHSF	-	-	-				
QAF	-	-	-	<b>Capital Related Financing</b>			
MCP RATE RANGE	-	86,907	(86,907)	Construction in Progress	244,134	979,091	(734,957)
DSRP	577,425	-	577,425				
AB915	-	-	-	Capital lease costs	146,378	-	146,378
Total	577,425	29,747	547,678	Cost of Issuance	-	-	-
				GO bond costs	-	106,175	(106,175)
				Revenue bond costs	106,175	-	106,175
				Land & buildings	109	15,770	(15,662)
				Movable equipment	25,938	-	25,938
				Total	522,732	1,219,452	(578,304)
				<b>Total Disbursements</b>			
					\$ 6,869,023	\$ 7,876,375	\$ (888,936)
<b>Total Cash Receipts</b>	\$ 6,426,822	\$ 6,961,672	\$ (534,850)				
<b>Cash and Cash Equivalents - Ending Balances</b>				<b>Change in Cash &amp; Cash Equivalents</b>	\$ (442,201.73)	\$ (914,703)	\$ 354,085
BOS concentration		3,944,169					
BOS-ER pro		16,567					
USB lockbox							
UB health claims checking							
Petty cash		2,652					
CalTrust		7,422,003					
Total	-	11,385,391					

Tulare Regio Medical Center  
Financial Statistics Summary  
July 31, 2016

	Current Month				Year-to-Date				Prior Year		Increase/Decrease	
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	YTD		(Decrease)	% Chg.
<b>Inpatient Utilization</b>												
Acute Patient Days	1,276	1,343	(67)	-5%	1,276	1,343	(67)	-5%	1,289		(13)	-1%
Discharges	260	335	(75)	-22%	260	335	(75)	-22%	306		(46)	-15%
Average Length of Stay	4.91	4.01	0.90	22%	4.91	4.01	0.90	22%	3.93		0.98	25%
<b>Discharges</b>												
Medicare	85	87	(2)	-3%	85	87	(2)	-3%	76		9	12%
Medicare M/C	11	12	(1)	-12%	11	12	(1)	-12%	12		(1)	-8%
Medi-Cal	25	73	(48)	-66%	25	73	(48)	-66%	44		(19)	-43%
Medi-Cal M/C	101	114	(13)	-12%	101	114	(13)	-12%	130		(29)	-22%
HMO/EEO	28	42	(14)	-33%	28	42	(14)	-33%	39		(11)	-28%
Self-Pay	3	4	(1)	-28%	3	4	(1)	-28%	3		-	0%
Other	7	2	5	236%	7	2	5	236%	2		5	250%
	260	335	(75)	-22%	260	335	(75)	-22%	306		(46)	-15%
<b>Case Mix Index</b>												
Medicare	1,3941	1,2900	0,1041	8%	1,3941	1,2900	0,1041	8%	1,3323		0,0618	5%
Medi-Cal	1,2440	0,8856	0,3584	40%	1,2440	0,8856	0,3584	40%	0,8941		0,3499	39%
Overall	1,0792	1,0046	0,0746	7%	1,0792	1,0046	0,0746	7%	1,0067		0,0725	7%
<b>Newborn Deliveries</b>												
	52	98	(46)	-47%	52	98	(46)	-47%	80		(28)	-35%
<b>Observation</b>												
Patients	94	129	(35)	-27%	94	129	(35)	-27%	88		6	7%
Hours	1,947	3,048	(1,101)	-36%	1,947	3,048	(1,101)	-36%	3,515		(1,568)	-45%
Equivalent days	81	129	(48)	-37%	81	129	(48)	-37%	79		2	3%
<b>Surgery Services</b>												
Inpatient Cases	53	82	(29)	-35%	53	82	(29)	-35%	57		(4)	-7%
Outpatient Cases	124	193	(69)	-36%	124	193	(69)	-36%	198		(74)	-37%
Total surgeries	177	275	(98)	-36%	177	275	(98)	-36%	255		(78)	-31%
<b>Emergency Room</b>												
Visits	2,535	3,097	(562)	-18%	2,535	3,097	(562)	-18%	2,633		(98)	-4%
Admits	185	195	(10)	-5%	185	195	(10)	-5%	170		15	9%

Tulare Regional Medical Center  
Financial Statistics Summary  
July 31, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b><u>Ancillary Services</u></b>											
<b><u>Inpatient</u></b>											
Imaging Procedures	649	704	(55)	-8%	649	704	(55)	-8%	624	25	4%
Lab Tests	10,780	10,318	462	4%	10,780	10,318	462	4%	9,360	1,420	15%
<b><u>OutPatient</u></b>											
Endoscopy Procedures	84	168	(84)	-50%	84	168	(84)	-50%	148	(64)	-43%
Lab Tests	15,639	17,788	(2,149)	-12%	15,639	17,788	(2,149)	-12%	17,043	(1,404)	-8%
Diag. radiology Procedures	2,011	2,318	(307)	-13%	2,011	2,318	(307)	-13%	2,150	(139)	-6%
Nuclear Medicine Procedures	24	32	(8)	-25%	24	32	(8)	-25%	19	5	26%
MRI Procedures	102	149	(47)	-32%	102	149	(47)	-32%	103	(1)	-1%
Ultrasound Procedures	556	630	(74)	-12%	556	630	(74)	-12%	619	(63)	-10%
CT Procedures	466	479	(13)	-3%	466	479	(13)	-3%	403	63	16%
<b><u>Clinics</u></b>											
Primary Care Visits	1,452	1,408	44	3%	1,452	1,408	44	3%	1,330	122	9%
Specialty Care Visits	275	544	(269)	-49%	275	544	(269)	-49%	578	(303)	-52%
<b><u>Home Health</u></b>											
Visits	242	284	(42)	-15%	242	284	(42)	-15%	209	33	16%
<b><u>Staffing</u></b>											
Paid FTE's	417	379	38	10%	417	379	38	10%	386	31	8%
Productive FTE's	366	347	19	6%	366	347	19	6%	342	24	7%
Paid FTE's/AOB	8.03	4.02	4.02	100%	8.03	4.02	4.02	100%	4.17	3.87	93%
Worked FTE's/AOB	7.05	3.68	3.38	92%	7.05	6.68	0.37	6%	6.59	0.47	7%
<b><u>Revenue/Costs</u></b>											
OP Revenue/Adjusted Discharge	21,111	10,207	10,904	107%	21,111	10,207	10,904	107%	9,103	12,008	132%
Cost/Adjusted Discharge	20,181	9,043	11,138	123%	20,181	9,043	11,138	123%	8,453	11,728	139%
Net Operating Gain/(Loss) \$	305,158	849,934	(544,776)	-64%	305,158	849,934	(544,776)	-64%	474,969	(169,811)	-36%
Net Operating Gain/(Loss) %	4.4%	11.4%	-7.0%	-61%	4.4%	11.4%	-7.0%	-61%	7.1%	-2.7%	-38%

**Tulare Local Health Care District**  
**Balance sheet for the period ended August 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 6,185,185	\$ 14,813,855	\$ (8,628,670)	-58.2%
Ltd use assets avail for curr debt srv	6,044,282	7,631,446	(1,587,164)	-20.8%
Patient accounts receivable:				
Gross pt accounts receivable	50,290,328	51,003,258	(712,930)	-1.4%
Contractual allowances	(34,151,641)	(37,284,326)	3,132,685	-8.4%
Provision for bad debts & charity	(3,957,596)	(1,965,128)	(1,992,468)	101.4%
Net pt accounts receivable	<u>12,181,091</u>	<u>11,753,804</u>	<u>427,287</u>	3.6%
Other receiv. & phys. advances				
Tax revenue receivable	1,169,498	287,999	881,499	306.1%
Misc receivables	19,924,775	6,172,745	13,752,030	222.8%
Physician advances	<u>264,962</u>	<u>4,736</u>	<u>260,226</u>	5494.6%
Total other receivables	21,359,235	6,465,480	14,893,755	230.4%
Inventories	1,302,642	1,076,523	226,119	21.0%
Prepaid expenses & deposits	<u>1,080,421</u>	<u>987,640</u>	<u>92,781</u>	9.4%
Total current assets	48,152,856	42,728,748	5,424,108	12.7%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	<u>2,245,984</u>	<u>1,561,167</u>	<u>684,817</u>	43.9%
Total limited use assets	2,245,984	1,561,167	684,817	43.9%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,849,284	43,402,724	1,446,560	3.3%
Leasehold improvements	607,390	28,797	578,593	2009.2%
Major movable equipment	35,944,636	33,750,494	2,194,142	6.5%
Construction in progress	<u>142,361,230</u>	<u>138,838,332</u>	<u>3,522,898</u>	2.5%
Gross capital assets	227,064,411	219,322,218	7,742,193	3.5%
Accumulated depreciation	<u>(63,885,180)</u>	<u>(59,989,220)</u>	<u>(3,895,960)</u>	6.5%
Net capital assets	163,179,231	159,332,998	3,846,233	2.4%
Bond issuance costs & other assets	869,531	939,504	(69,973)	-7.4%
Intercompany receivable	<u>223,883</u>	<u>-</u>	<u>223,883</u>	100.0%
<b>TOTAL ASSETS</b>	<b><u>\$ 214,671,485</u></b>	<b><u>\$ 204,562,417</u></b>	<b><u>\$ 10,109,068</u></b>	<b>4.9%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended August 31, 2016**  
unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
Current liabilities:				
Current maturities of debt borrowings	\$ 911,664	\$ 4,419,462	\$ (3,507,798)	-79.4%
Accounts payable	12,033,265	11,311,438	721,827	6.4%
Other accrued liabilities	2,414,615	2,403,633	10,982	0.5%
Accrued payroll & related liabilities	(736,946)	(546,030)	(190,916)	35.0%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(316,808)	(244,403)	(72,405)	29.6%
Self insurance program accrual	<u>(363,267)</u>	<u>(454,919)</u>	<u>91,652</u>	-20.1%
Total current liabilities	13,942,523	16,889,181	(2,946,658)	-17.4%
Long-term liabilities:				
Deferred revenue	7,476,530	8,406,026	(929,496)	-11.1%
Debt borrowings, net of curr maturities	<u>101,696,736</u>	<u>100,895,222</u>	<u>801,514</u>	0.8%
<b>TOTAL LIABILITIES</b>	<b>123,115,789</b>	<b>126,190,429</b>	<b>(3,074,640)</b>	-2.4%
Net assets:				
Net investment in capital assets	42,384,835	43,381,944	(997,109)	-2.3%
Restricted by bond indenture-debt svc	14,042,800	15,839,104	(1,796,304)	-11.3%
Unrestricted	33,158,694	16,929,994	16,228,700	95.9%
Net income, corporate	<u>1,799,202</u>	<u>2,227,341</u>	<u>(428,139)</u>	-19.2%
Total net assets	<u>91,385,531</u>	<u>78,378,383</u>	<u>13,007,148</u>	16.6%
Intercompany payable	<u>170,168</u>	<u>(6,391)</u>	<u>176,559</u>	2762.6%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b><u>\$ 214,671,488</u></b>	<b><u>\$ 204,562,421</u></b>	<b><u>\$ 10,109,067</u></b>	<b>4.9%</b>

Tulare Local Health Care District  
Statement of revenue and expenditures  
For the month ended August 31, 2016  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ 3,498,255	\$ 4,069,247	\$ (570,992)	-14.0%	\$ 6,530,412	\$ 7,661,563	\$ (1,131,151)	-14.8%
6,450,841	6,236,411	214,430	3.4%	12,712,198	12,118,041	594,157	4.9%
12,670,858	13,701,608	(1,030,750)	-7.5%	24,400,619	26,828,844	(2,428,225)	-9.1%
22,619,954	24,007,266	(1,387,312)	-5.8%	43,643,229	46,608,448	(2,965,219)	-6.4%
Deductions from revenue:							
(17,061,188)	(17,783,528)	722,340	-4.1%	(32,621,412)	(34,281,611)	1,660,199	-4.8%
1,359,358	837,469	521,889	-62.3%	2,916,446	1,674,771	1,241,675	74.1%
(541,388)	(5,854)	(535,534)	9148.2%	(1,000,348)	(127,839)	(872,509)	682.5%
362,634	(393,097)	755,731	192.3%	271,650	(986,368)	1,258,018	127.5%
(15,880,584)	(17,345,010)	1,464,426	-8.4%	(30,433,664)	(33,721,047)	3,287,383	-9.7%
6,739,370	6,662,256	77,114	1.2%	13,209,565	12,887,401	322,164	2.5%
211,374	244,543	(33,169)	-13.6%	665,607	664,903	704	0.1%
6,950,744	6,906,799	43,945	0.6%	13,875,172	13,552,304	322,868	2.4%
Operating expenses:							
-	-	-	0.0%	38	27,021	(26,983)	-99.9%
-	(19,514)	19,514	-100.0%	(429)	6,672	(7,101)	-106.4%
508,355	518,927	(10,572)	-2.0%	1,002,441	962,846	39,595	4.1%
548,455	442,284	106,171	24.0%	1,031,698	915,931	115,767	12.6%
948,773	880,887	67,886	7.7%	1,779,013	1,814,337	(35,324)	-1.9%
874,093	765,812	108,281	14.1%	1,812,853	1,674,093	138,760	8.3%
3,046,168	3,023,749	22,419	0.7%	6,104,490	5,600,632	503,858	9.0%
33,530	12,479	21,051	168.7%	94,646	41,524	53,122	127.9%
140,647	238,764	(98,117)	-41.1%	295,898	404,982	(109,084)	-26.9%
56,463	53,197	3,266	6.1%	121,674	123,161	(1,487)	-1.2%
74,121	35,017	39,104	111.7%	186,988	124,740	62,248	49.9%
303,938	339,642	(35,704)	-10.5%	608,251	679,674	(71,423)	-10.5%
129,232	150,261	(21,029)	-14.0%	245,483	236,429	9,054	3.8%
6,663,775	6,441,505	222,270	3.5%	13,283,044	12,612,042	671,002	5.3%
286,969	465,294	(178,325)	-38.3%	592,128	940,262	(348,134)	-37.0%
140,864	144,000	(3,136)	-2.2%	281,729	288,000	(6,271)	-2.2%
(11,665)	6,238	(17,903)	-287.0%	(1,488)	21,593	(23,081)	-106.9%
(62,308)	(64,399)	2,091	-3.2%	(126,532)	(128,962)	2,430	-1.9%
22,313	68,790	(46,477)	-67.6%	44,626	93,824	(49,198)	-52.4%
-	-	-	0.0%	-	-	-	0.0%
89,204	154,629	(65,425)	-42.3%	198,335	274,455	(76,120)	-27.7%
376,173	619,923	(243,750)	-39.3%	790,463	1,214,717	(424,254)	-34.9%
503,369	505,260	(1,891)	-0.4%	1,008,738	1,012,623	(3,885)	-0.4%
-	-	-		-	-	-	
\$ 879,542	\$ 1,125,183	\$ (245,641)	-21.8%	\$ 1,799,201	\$ 2,227,340	\$ (428,139)	-19.2%

**Tulare Local Health Care District**  
**Balance sheet estimated for the period ended September 30, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 7,169,579	\$ 13,021,920	\$ (5,852,341)	-44.9%
Ltd use assets avail for curr debt srv	6,044,282	4,401,087	1,643,195	37.3%
Patient accounts receivable:				
Gross pt accounts receivable	51,281,354	52,542,780	(1,261,426)	-2.4%
Contractual allowances	(33,540,747)	(38,079,817)	4,539,070	-11.9%
Provision for bad debts & charity	(3,950,346)	(2,373,831)	(1,576,515)	66.4%
Net pt accounts receivable	<u>13,790,261</u>	<u>12,089,132</u>	<u>1,701,129</u>	<u>14.1%</u>
Other receiv. & phys. advances				
Tax revenue receivable	1,169,498	431,999	737,499	170.7%
Misc receivables	18,953,046	7,687,557	11,265,489	146.5%
Physician advances	<u>264,962</u>	<u>132,985</u>	<u>131,977</u>	<u>99.2%</u>
Total other receivables	<u>20,387,506</u>	<u>8,252,541</u>	<u>12,134,965</u>	<u>147.0%</u>
Inventories	1,302,642	1,224,862	77,780	6.4%
Prepaid expenses & deposits	<u>1,080,421</u>	<u>1,027,866</u>	<u>52,555</u>	<u>5.1%</u>
Total current assets	49,774,691	40,017,408	9,757,283	24.4%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	<u>2,245,984</u>	<u>4,919,872</u>	<u>(2,673,888)</u>	<u>-54.3%</u>
Total limited use assets	2,245,984	4,919,872	(2,673,888)	-54.3%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,849,284	43,402,724	1,446,560	3.3%
Leasehold improvements	607,390	28,797	578,593	2009.2%
Major movable equipment	35,944,636	32,354,010	3,590,626	11.1%
Construction in progress	<u>142,361,230</u>	<u>136,688,725</u>	<u>5,672,505</u>	<u>4.1%</u>
Gross capital assets	227,064,411	215,776,127	11,288,284	5.2%
Accumulated depreciation	<u>(63,885,180)</u>	<u>(58,937,654)</u>	<u>(4,947,526)</u>	<u>8.4%</u>
Net capital assets	163,179,231	156,838,473	6,340,758	4.0%
Bond issuance costs & other assets	869,531	926,035	(56,504)	-6.1%
Intercompany receivable	<u>223,883</u>	-	<u>223,883</u>	<u>100.0%</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 216,293,320</u></b>	<b><u>\$ 202,701,788</u></b>	<b><u>\$ 13,591,532</u></b>	<b><u>6.7%</u></b>

**Tulare Local Health Care District**  
**Balance sheet estimated for the period ended September 30, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 1,091,664	\$ 2,020,369	\$ (928,705)	-46.0%
Accounts payable	12,033,265	9,886,941	2,146,324	21.7%
Other accrued liabilities	2,414,615	2,858,611	(443,996)	-15.5%
Accrued payroll & related liabilities	(736,946)	95,365	(832,311)	-872.8%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(316,808)	1,161,902	(1,478,710)	-127.3%
Self insurance program accrual	(363,267)	280,000	(643,267)	-229.7%
<b>Total current liabilities</b>	<b>14,122,523</b>	<b>16,303,188</b>	<b>(2,180,665)</b>	<b>-13.4%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	7,476,530	7,777,931	(301,401)	-3.9%
Debt borrowings, net of curr maturities	102,316,736	100,633,342	1,683,394	1.7%
<b>TOTAL LIABILITIES</b>	<b>123,915,789</b>	<b>124,714,461</b>	<b>(798,672)</b>	<b>-0.6%</b>
<b>Net assets:</b>				
Net investment in capital assets	42,384,835	43,364,639	(979,804)	-2.3%
Restricted by bond indenture-debt svc	14,042,800	15,967,450	(1,924,650)	-12.1%
Unrestricted	33,158,694	17,253,910	15,904,784	92.2%
Net income, corporate	2,621,034	3,377,246	(756,212)	-22.4%
<b>Total net assets</b>	<b>92,207,363</b>	<b>79,963,245</b>	<b>12,244,118</b>	<b>15.3%</b>
Intercompany payable	170,168	(1,975,917)	2,146,085	108.6%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>216,293,320</b>	<b>202,701,789</b>	<b>13,591,531</b>	<b>6.7%</b>

Tulare Local Health Care District  
Statement of revenue and expenditures estimated  
For the month ended September 31, 2016  
unaudited

Current period				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient Revenue:							
\$ -	\$ 4,017,580	\$ (4,017,580)	-100.0%	\$ 6,530,412	\$ 11,679,143	\$ (5,148,731)	-44.1%
10,466,891	5,992,164	4,474,727	74.7%	23,179,089	18,110,205	5,068,884	28.0%
13,070,466	12,700,763	369,703	2.9%	37,471,085	39,529,608	(2,058,523)	-5.2%
23,537,357	22,710,507	826,850	3.6%	67,180,586	69,318,956	(2,138,370)	-3.1%
Deductions from revenue:							
(17,672,082)	(16,594,827)	(1,077,255)	6.5%	(50,293,494)	(50,876,438)	582,944	-1.1%
1,279,430	837,469	441,961	-52.8%	4,195,876	2,512,240	1,683,636	67.0%
(563,345)	(16,639)	(546,706)	3285.7%	(1,563,693)	(144,478)	(1,419,215)	982.3%
377,341	(541,627)	918,968	169.7%	648,991	(1,527,995)	2,176,986	142.5%
(16,578,655)	(16,315,624)	(263,031)	1.6%	(47,012,319)	(50,036,671)	3,024,352	-6.0%
6,958,701	6,394,883	563,818	8.8%	20,168,266	19,282,285	885,981	4.6%
211,374	230,580	(19,206)	-8.3%	876,981	895,483	(18,502)	-2.1%
7,170,075	6,625,463	544,612	8.2%	21,045,247	20,177,768	867,479	4.3%
Operating expenses:							
-	-	-	0.0%	38	27,021	(26,983)	-99.9%
-	(60,252)	60,252	-100.0%	(429)	(53,580)	53,151	-99.2%
521,413	185,358	336,055	181.3%	1,523,854	1,148,204	375,650	32.7%
562,543	326,746	235,797	72.2%	1,594,241	1,242,677	351,564	28.3%
973,144	946,322	26,822	2.8%	2,752,157	2,760,659	(8,502)	-0.3%
896,546	941,647	(45,101)	-4.8%	2,709,399	2,615,739	93,660	3.6%
3,124,415	2,971,407	153,008	5.1%	9,228,905	8,572,039	656,866	7.7%
34,391	35,009	(618)	-1.8%	129,037	76,533	52,504	68.6%
144,260	150,469	(6,209)	-4.1%	440,158	555,451	(115,293)	-20.8%
57,913	69,374	(11,461)	-16.5%	179,587	192,536	(12,949)	-6.7%
76,025	66,026	9,999	15.1%	263,013	190,765	72,247	37.9%
311,745	327,933	(16,188)	-4.9%	919,996	1,007,607	(87,611)	-8.7%
132,552	128,185	4,367	3.4%	378,035	364,613	13,422	3.7%
6,834,949	6,088,224	746,725	12.3%	20,117,993	18,700,265	1,417,728	7.6%
335,127	537,239	(202,112)	-37.6%	927,255	1,477,503	(550,248)	-37.2%
-	144,000	(144,000)	-100.0%	281,729	432,000	(150,271)	-34.8%
21,441	1,757	19,684	1120.3%	19,953	23,350	(3,397)	-14.5%
(62,308)	(64,001)	1,693	-2.6%	(188,840)	(192,962)	4,122	-2.1%
22,313	25,649	(3,336)	-13.0%	66,939	119,473	(52,534)	-44.0%
-	-	-	0.0%	-	-	-	0.0%
(18,554)	107,405	(125,959)	-117.3%	179,781	381,861	(202,080)	-52.9%
316,573	644,644	(328,071)	-50.9%	1,107,036	1,859,364	(752,328)	-40.5%
505,260	505,260	0	0.0%	1,513,998	1,517,883	(3,885)	-0.3%
-	-	-		-	-	-	
\$ 821,833	\$ 1,149,904	\$ (328,071)	-28.5%	\$ 2,621,034	\$ 3,377,247	\$ (756,213)	-22.4%

Tulare Regional Medical Center  
Financial Statistics Summary  
September 30, 2016

	Current Month				Year-to-Date						
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.	Prior year YTD	Increase/ (Decrease)	% Chg.
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	1,294	1,242	52	4%	3,818	3,913	(95)	-2%	4,161	(343)	-8%
Discharges	278	319	(41)	-13%	802	991	(189)	-19%	954	(152)	-16%
Average Length of Stay	4.65	3.89	0.76	20%	4.76	3.95	0.81	21%	4.00	0.76	19%
<b><u>Discharges</u></b>											
Medicare	77	94	(17)	-18%	239	268	(29)	-11%	248	(9)	-4%
Medicare MC	17	8	9	122%	39	30	9	32%	39	-	0%
Medi-Cal	36	53	(17)	-32%	90	182	(92)	-50%	138	(48)	-35%
Medi-Cal MC	105	108	(3)	-3%	316	350	(34)	-10%	379	(63)	-17%
HMO/EEO	33	44	(11)	-25%	90	136	(46)	-34%	126	(36)	-29%
Self-Pay	7	5	2	46%	17	12	5	41%	14	3	21%
Other	3	8	(5)	-61%	11	15	(4)	-26%	10	1	10%
	278	319	(41)	-13%	802	991	(189)	-19%	954	(152)	-16%
<b><u>Case Mix Index</u></b>											
Medicare	1.3941	1.2900	0.1041	8%	1.5385	1.3351	0.2034	15%	1.3669	0.1715	13%
Medi-Cal	1.2440	0.8856	0.3584	40%	1.0553	0.8132	0.2422	30%	0.8472	0.2081	25%
Overall	1.0792	1.0046	0.0746	7%	1.1293	0.9551	0.1742	18%	0.9985	0.1308	13%
<b><u>Newborn Deliveries</u></b>	72	108	(36)	-33%	177	322	(145)	-45%	265	(88)	-33%
<b><u>Observation</u></b>											
Patients	64	118	(54)	-46%	249	376	(127)	-34%	292	(43)	-15%
Hours	1,278	2,784	(1,506)	-54%	4,934	8,880	(3,946)	-44%	10,429	(5,495)	-53%
Equivalent days	53	118	(65)	-55%	205	376	(171)	-45%	266	(61)	-23%
<b><u>Surgery Services</u></b>											
Inpatient Cases	70	73	(3)	-4%	178	240	(62)	-26%	191	(13)	-7%
Outpatient Cases	114	171	(57)	-33%	390	566	(176)	-31%	554	(164)	-30%
Total surgeries	184	244	(60)	-25%	568	806	(238)	-30%	745	(177)	-24%
<b><u>Emergency Room</u></b>											
Visits	2,585	3,120	(535)	-17%	7,782	9,278	(1,496)	-16%	8,353	(571)	-7%
Admits	170	196	(26)	-13%	525	583	(58)	-10%	517	8	2%

Tulare Regional Medical Center  
Financial Statistics Summary  
September 30, 2016

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b><u>Ancillary Services</u></b>											
<b>Inpatient</b>											
Imaging Procedures	643	688	(45)	-7%	1,952	2,086	(134)	-6%	1,935	17	1%
Lab Tests	10,587	9,303	1,284	14%	31,657	29,453	2,204	7%	30,409	1,248	4%
<b>OutPatient</b>											
Endoscopy Procedures	83	141	(58)	-41%	221	477	(256)	-54%	393	(172)	-44%
Lab Tests	15,749	16,038	(289)	-2%	47,460	50,777	(3,317)	-7%	50,286	(2,826)	-6%
Diag. radiology Procedures	2,228	2,344	(116)	-5%	6,591	6,984	(393)	-6%	6,844	(253)	-4%
Nuclear Medicine Procedures	20	37	(17)	-46%	69	107	(38)	-36%	68	1	1%
MRI Procedures	87	114	(27)	-24%	323	390	(67)	-17%	341	(18)	-5%
Ultrasound Procedures	644	601	43	7%	1,838	1,868	(30)	-2%	1,947	(109)	-6%
CT Procedures	461	425	36	8%	1,404	1,346	58	4%	1,373	31	2%
<b><u>Clinics</u></b>											
Primary Care Visits	1,456	1,218	238	20%	4,446	3,925	521	13%	3,953	493	12%
Specialty Care Visits	316	673	(357)	-53%	852	2,019	(1,167)	-58%	1,596	(744)	-47%
<b><u>Home Health</u></b>											
Visits	177	248	(71)	-29%	456	825	(369)	-45%	660	(204)	-31%
<b><u>Staffing</u></b>											
Paid FTE's	423	379	44	11%	423	379	44	11%	391	31	8%
Productive FTE's	373	347	26	8%	373	347	26	8%	346	27	8%
Paid FTE's/AOB	4.36	4.11	0.24	6%	4.50	4.05	0.45	11%	4.06	0.45	11%
Worked FTE's/AOB	3.85	3.76	0.08	2%	3.98	3.70	0.28	8%	3.69	0.29	8%
<b><u>Revenue/Costs</u></b>											
OP Revenue/Adjusted Discharge	11,472	9,536	1,936	20%	11,611	9,773	1,838	19%	9,098	2,513	28%
Cost/Adjusted Discharge	10,936	8,794	2,142	24%	11,100	8,841	2,258	26%	8,432	2,667	32%
Net Operating Gain/(Loss) \$	335,127	527,072	(191,946)	-36%	927,254	2,035,081	(1,107,828)	-54%	1,477,502	(550,249)	-37%
Net Operating Gain/(Loss) %	4.7%	7.8%	-3.1%	-40%	4.4%	9.5%	-5.1%	-54%	7.3%	-2.9%	-40%

**Tulare Local Health Care District**  
**Balance sheet for the period ended December 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$ 8,617,296	\$ 15,224,195	\$ (6,606,899)	-43.4%
Ltd use assets avail for curr debt srvc	6,044,283	7,631,446	(1,587,163)	-20.8%
Patient accounts receivable:				
Gross pt accounts receivable	49,958,988	49,159,834	799,154	1.6%
Contractual allowances	(34,111,634)	(33,878,898)	(232,736)	0.7%
Provision for bad debts & charity	(3,225,214)	(3,778,865)	553,651	-14.7%
Net pt accounts receivable	<u>12,622,140</u>	<u>11,502,071</u>	<u>1,120,069</u>	9.7%
Other receiv. & phys. advances				
Tax revenue receivable	1,568,119	143,999	1,424,120	989.0%
Misc receivables	21,536,541	12,042,096	9,494,445	78.8%
Physician advances	<u>264,220</u>	<u>262,490</u>	<u>1,730</u>	0.7%
Total other receivables	23,368,880	12,448,585	10,920,295	87.7%
Inventories	1,458,496	1,092,602	365,894	33.5%
Prepaid expenses & deposits	<u>824,303</u>	<u>984,082</u>	<u>(159,779)</u>	-16.2%
Total current assets	52,935,398	48,882,981	4,052,417	8.3%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	<u>4,569,596</u>	<u>1,174,643</u>	<u>3,394,953</u>	289.0%
Total limited use assets	4,569,596	1,174,643	3,394,953	289.0%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,849,285	44,268,454	580,831	1.3%
Leasehold improvements	607,391	221,774	385,617	173.9%
Major movable equipment	36,011,644	34,767,405	1,244,239	3.6%
Construction in progress	<u>145,446,550</u>	<u>135,579,155</u>	<u>9,867,395</u>	7.3%
Gross capital assets	230,216,741	218,138,659	12,078,082	5.5%
Accumulated depreciation	<u>(65,041,429)</u>	<u>(61,231,819)</u>	<u>(3,809,610)</u>	6.2%
Net capital assets	165,175,312	156,906,840	8,268,472	5.3%
Bond issuance costs & other assets	815,656	971,846	(156,190)	-16.1%
Intercompany receivable	<u>71,494</u>	<u>-</u>	<u>71,494</u>	100.0%
<b>TOTAL ASSETS</b>	<b><u>\$ 223,567,456</u></b>	<b><u>\$ 207,936,310</u></b>	<b><u>\$ 15,631,146</u></b>	<b>7.5%</b>

**Tulare Local Health Care District**  
**Balance sheet for the period ended December 31, 2016**  
 unaudited

	This year	Last year	Increase/(Decrease)	Inc/(Dec) percentage
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$ 1,091,664	\$ 3,275,179	\$ (2,183,515)	-66.7%
Accounts payable	14,890,716	12,378,625	2,512,091	20.3%
Other accrued liabilities	644,848	2,347,855	(1,703,007)	-72.5%
Accrued payroll & related liabilities	(736,946)	(768,874)	31,928	-4.2%
Post-retiree health benefits	-	-	-	0.0%
Est current 3rd party payor settlements	(316,808)	(480,499)	163,691	-34.1%
Self insurance program accrual	(379,484)	157,626	(537,110)	-340.7%
<b>Total current liabilities</b>	<b>15,193,990</b>	<b>16,909,912</b>	<b>(1,715,922)</b>	<b>-10.1%</b>
<b>Long-term liabilities:</b>				
Deferred revenue	8,333,390	6,429,529	1,903,861	29.6%
Debt borrowings, net of curr maturities	102,943,001	102,241,413	701,588	0.7%
<b>TOTAL LIABILITIES</b>	<b>126,470,381</b>	<b>125,580,854</b>	<b>889,527</b>	<b>0.7%</b>
<b>Net assets:</b>				
Retained Earnings	97,079,294	82,900,913	14,178,381	17.1%
<b>Total net assets</b>	<b>97,079,294</b>	<b>82,900,913</b>	<b>14,178,381</b>	<b>17.1%</b>
Intercompany payable	17,778	(545,457)	563,235	103.3%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 223,567,453</b>	<b>\$ 207,936,310</b>	<b>\$ 15,631,143</b>	<b>7.5%</b>

**Tulare Local Health Care District**  
**Statement of revenue and expenditures**  
**For the quarter ended December 31, 2016**  
 unaudited

Current quarter				Year to date			
This year	Last year	YOY	% Δ	This year	Last year	YOY	% Δ
Patient revenue:							
15,447,060	15,348,355	98,705	-0.6%	31,419,451	32,118,400	(698,949)	-2.2%
3,040,048	4,142,465	(1,102,417)	-26.6%	7,235,924	6,654,705	581,219	8.7%
92,204	865,858	(773,654)	-89.4%	969,185	1,761,341	(792,156)	-45.0%
<b>18,579,312</b>	<b>20,356,678</b>	<b>(1,777,366)</b>	<b>-8.7%</b>	<b>39,624,560</b>	<b>40,534,446</b>	<b>(909,886)</b>	<b>-2.2%</b>
Operating expenses:							
80	39	41	105.1%	118	27,060	(26,942)	-99.6%
2,158	(52,913)	55,071	104.1%	1,729	(106,493)	108,222	101.6%
1,351,824	2,175,423	(823,599)	-37.9%	2,875,678	3,323,627	(447,949)	-13.5%
1,223,268	1,199,501	23,767	2.0%	2,817,509	2,442,178	375,331	15.4%
1,575,400	2,291,623	(716,223)	-31.3%	4,327,558	5,052,282	(724,724)	-14.3%
3,562,268	3,174,342	387,926	12.2%	6,271,667	5,790,081	481,586	8.3%
9,652,855	8,134,464	1,518,391	18.7%	18,881,760	16,706,503	2,175,257	13.0%
-	62,327	(62,327)	-100.0%	129,037	138,860	(9,823)	-7.1%
417,425	305,954	111,471	36.4%	857,583	861,405	(3,822)	-0.4%
(17,729)	198,849	(216,578)	-108.9%	161,859	391,385	(229,526)	-58.6%
233,469	103,516	129,953	125.5%	496,482	294,282	202,200	68.7%
(608,251)	990,343	(1,598,594)	-161.4%	311,745	1,997,950	(1,686,205)	-84.4%
576,008	329,566	246,442	74.8%	954,043	694,179	259,864	37.4%
<b>17,968,775</b>	<b>18,913,034</b>	<b>(944,259)</b>	<b>-5.0%</b>	<b>38,086,769</b>	<b>37,613,299</b>	<b>473,470</b>	<b>1.3%</b>
<b>610,537</b>	<b>1,443,644</b>	<b>(833,107)</b>	<b>-57.7%</b>	<b>1,537,791</b>	<b>2,921,147</b>	<b>(1,383,356)</b>	<b>-47.4%</b>
398,621	426,714	(28,093)	-6.6%	680,350	858,714	(178,364)	-20.8%
38,511	24,645	13,866	56.3%	58,464	47,995	10,469	21.8%
(195,901)	(192,880)	(3,021)	1.6%	(384,741)	(385,842)	1,101	-0.3%
356,062	154,720	201,342	130.1%	423,001	274,193	148,808	54.3%
-	-	-	0.0%	-	-	-	0.0%
597,293	413,199	184,094	44.6%	777,074	795,060	(17,986)	-2.3%
1,207,830	1,856,843	(649,013)	-35.0%	2,314,865	3,716,207	(1,401,342)	-37.7%
1,515,780	1,515,781	(1)	0.0%	3,029,778	3,033,664	(3,886)	-0.1%
-	-	-		-	-	-	
<b>\$ 2,723,610</b>	<b>\$ 3,372,624</b>	<b>\$ (649,014)</b>	<b>-19.2%</b>	<b>\$ 5,344,643</b>	<b>\$ 6,749,871</b>	<b>\$ (1,405,228)</b>	<b>-20.8%</b>

# EXHIBIT J

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**From:** Levinson, Marc A.

**Sent:** Wednesday, September 27, 2017 11:40 AM

**To:** Mandy Jeffcoach (mandy.jeffcoach@mccormickbarstow.com) <mandy.jeffcoach@mccormickbarstow.com>; 'Tim Thompson' <Tim.Thompson@mccormickbarstow.com>

**Cc:** Grossman, Marshall <mgrossman@orrick.com>

**Subject:** Tulare Local Healthcare District -- Financial reports for the quarters ending March and June 2017

Mandy and Tim,

Here's the fifth email containing financial data. As noted in the four emails of yesterday, HCCA reserves the right to disagree with the breadth, timing and true purpose of your September 11, 2017 document requests. Given the flurry of litigation since our September 5, 2017 meeting, HCCA has not only been operating the Hospital but it has had to engage in shortened notice litigation, most of which was precipitated by your firm and its claimed clients.

This fifth installment includes financials for the first and second quarters of 2017. Note that I sent you the June 2017 attachment under cover of my email of September 12, 2017.

As discussed in my first email of yesterday to you, each of the documents in each of the pdf's was prepared in the ordinary course of the District's and HCCA's businesses. The March 2017 financials were provided to the Board's Finance Committee in April and were placed in the Board packets; the timing was consistent with the practice since 2014 when HCCA came on board. The June 2017 financials were presented to the Board's Finance Committee on July 25, 2017.

Marc

**Marc Levinson**

Senior Counsel

Orrick

Sacramento 

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TULARE REGIONAL MEDICAL CENTER  
Balance Sheet for the period ended Friday, March 31, 2017  
unaudited

	This year	Last year	Increase/ (Decrease)	Inc/(Dec) percentage
<b>Current assets:</b>				
Cash and cash equivalents	\$3,622,318	\$12,472,924	(\$8,850,607)	(71.0%)
Ltd use assets avail for curr debt srvc	6,044,283	7,631,447	(1,587,164)	(20.8%)
Patient accounts receivable:				
Gross pt accounts receivable	58,560,394	51,490,788	7,069,606	13.7%
Contractual allowances	(35,936,819)	(37,119,948)	1,183,129	(3.2%)
Provision for bad debts & charity	(2,352,594)	(2,880,785)	528,191	(18.3%)
Net pt accounts receivable	20,270,981	11,490,054	8,780,927	76.4%
Other receiv. & phys. advances				
Tax revenue receivable	2,019,890	370,927	1,648,963	444.6%
Misc receivables	23,589,793	13,740,727	9,849,066	71.7%
Physician advances	265,200	269,754	(4,554)	(1.7%)
Total other receivables	25,874,883	14,381,408	11,493,475	79.9%
Inventories	1,707,211	1,187,202	520,009	43.8%
Prepaid expenses & deposits	638,319	1,007,694	(369,375)	(36.7%)
Total current assets	58,157,994	48,170,730	9,987,265	20.7%
<b>Assets limited as to use:</b>				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	6,114,313	986,407	5,127,905	519.9%
Total limited use assets	6,114,313	986,407	5,127,905	519.9%
<b>Capital assets:</b>				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	44,874,043	44,316,446	557,598	1.3%
Leasehold improvements	607,391	221,774	385,616	173.9%
Major movable equipment	36,120,007	35,857,794	262,213	0.7%
Construction in progress	147,441,505	138,805,772	8,635,733	6.2%
Gross capital assets	232,344,817	222,503,657	9,841,160	4.4%
Accumulated depreciation	(67,437,047)	(62,299,956)	(5,137,091)	8.2%
Net capital assets	164,907,770	160,203,702	4,704,069	2.9%
Bond issuance costs & other assets	778,255	931,505	(153,250)	(16.5%)
Intercompany receivable	89,142	545,457	(456,315)	(83.7%)
<b>TOTAL ASSETS</b>	<b>\$230,047,474</b>	<b>\$210,837,801</b>	<b>\$19,209,673</b>	<b>9.1%</b>
<b>Current liabilities:</b>				
Current maturities of debt borrowings	\$3,682,258	\$2,394,550	\$1,287,708	53.8%
Accounts payable	15,957,708	12,222,057	3,735,651	30.6%
Other accrued liabilities	1,865,558	1,855,774	9,784	0.5%
Accrued payroll & related liabilities	(736,946)	(710,641)	(26,305)	3.7%
Est current 3rd party payor settlements	(316,808)	(978,939)	662,131	(67.6%)
Self insurance program accrual	(489,701)	137,143	(626,844)	(457.1%)
Total current liabilities	19,962,069	14,919,943	5,042,125	33.8%
<b>Long-term liabilities:</b>				
Deferred revenue	7,355,406	5,137,898	2,217,508	43.2%
Debt borrowings, net of curr maturities	101,599,111	104,617,574	(3,018,462)	(2.9%)
<b>TOTAL LIABILITIES</b>	<b>128,916,585</b>	<b>124,675,415</b>	<b>4,241,170</b>	<b>3.4%</b>
<b>Net assets:</b>				
Retained Earnings	92,815,959	76,151,043	16,664,916	21.9%
Increase in net assets	8,279,502	10,011,344	(1,731,842)	(17.3%)
Total net assets	101,095,461	86,162,386	14,933,074	17.3%
Intercompany payable	35,428	-	35,428	0.0%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$230,047,474</b>	<b>\$210,837,801</b>	<b>\$19,209,673</b>	<b>9.1%</b>

TULARE REGIONAL MEDICAL CENTER  
Statement of revenue and expenditures

For the Nine Months Ending Friday, March 31, 2017

	Current quarter		YOY	% Δ		This year		Last year	YOY	% Δ
	This year	Last year				This year	Last year			
	\$11,892,255	\$13,894,014	(\$2,001,759)	(14.4%)	Net patient revenue	\$43,669,758	\$46,075,594	(\$2,405,836)	(5.2%)	
	7,972,735	4,549,153	3,423,582	75.3%	Supplemental funds	15,208,659	11,203,858	4,004,801	35.7%	
	1,729,723	705,082	1,024,641	145.3%	Other operating revenue	2,387,726	2,403,243	(15,517)	(0.6%)	
	<b>21,594,714</b>	<b>19,148,249</b>	<b>2,446,464</b>	<b>12.8%</b>	<b>Total operating revenue</b>	<b>61,266,143</b>	<b>59,682,696</b>	<b>1,583,448</b>	<b>2.7%</b>	
	0	-	0	0.0%	Salaries & wages	118	27,060	(26,942)	(99.6%)	
	2,156,374	1,677,906	478,468	28.5%	Employee benefits	1,729	(106,493)	108,222	101.6%	
	1,697,927	1,324,764	373,163	28.2%	Professional fees	5,032,052	5,001,533	30,519	0.6%	
	1,770,046	2,201,100	(431,053)	(19.6%)	Professional fees, physicians	4,515,436	3,766,942	748,494	19.9%	
	2,168,895	2,242,266	(73,370)	(3.3%)	Supplies	6,125,679	7,253,382	(1,127,702)	(15.5%)	
	8,784,014	8,273,126	510,888	6.2%	Purchased services	8,440,738	8,032,347	408,391	5.1%	
	206,958	19,036	187,922	987.2%	Purchased HCCA Labor	27,665,404	24,979,629	2,685,775	10.8%	
	290,699	304,158	(13,458)	(4.4%)	Repairs & maintenance	337,105	157,895	179,210	113.5%	
	202,614	210,584	(7,970)	(3.8%)	Utilities & phone	1,148,282	1,165,562	(17,280)	(1.5%)	
	289,316	277,025	12,291	4.4%	Building & equipment rental	365,860	601,969	(236,109)	(39.2%)	
	461,643	193,158	268,486	139.0%	Insurance	785,798	571,306	214,491	37.5%	
					Other operating expenses	1,419,432	988,150	431,282	46.6%	
	<b>18,028,487</b>	<b>16,723,121</b>	<b>1,305,366</b>	<b>7.8%</b>	<b>Operating expenses before D&amp;A</b>	<b>55,837,634</b>	<b>52,419,282</b>	<b>3,418,352</b>	<b>6.5%</b>	
	<b>3,566,227</b>	<b>2,425,129</b>	<b>1,141,098</b>	<b>47.1%</b>	<b>EBITDA</b>	<b>5,428,509</b>	<b>7,263,413</b>	<b>(1,834,904)</b>	<b>(25.3%)</b>	
	(3,531,841)	(1,068,136)	(2,463,705)	230.7%	Depreciation & amortization	(3,843,586)	(2,985,273)	(858,313)	28.8%	
	1,961,121	1,955,172	5,949	0.3%	Property tax income	5,671,249	5,847,550	(176,301)	(3.0%)	
	13,152	58,087	(44,934)	(77.4%)	Investment income	71,616	106,082	(34,465)	(32.5%)	
	(186,679)	(198,308)	11,628	(5.9%)	Interest expense	(571,420)	(584,149)	12,729	(2.2%)	
	45,133	88,029	(42,896)	(48.7%)	Grants & contributions	468,134	362,222	105,912	29.2%	
	1,055,000	1,500	1,053,500	70233.3%	Other income	1,055,000	1,500	1,053,500	70233.3%	
	<b>(644,114)</b>	<b>836,344</b>	<b>(1,480,458)</b>	<b>(177.0%)</b>	<b>Total other revenue/(expenses)</b>	<b>2,850,993</b>	<b>2,747,931</b>	<b>103,062</b>	<b>3.8%</b>	
	2,922,113	3,261,473	(339,360)	(10.4%)	Excess of revenues over expenses	8,279,502	10,011,344	(1,731,842)	(17.3%)	
	<b>\$2,922,113</b>	<b>\$3,261,473</b>	<b>(\$339,360)</b>	<b>(10.4%)</b>	<b>Increase in net assets</b>	<b>\$8,279,502</b>	<b>\$10,011,344</b>	<b>(\$1,731,842)</b>	<b>(17.3%)</b>	

**Tulare Regional Medical Center**  
Financial Statistics Summary  
March 31, 2017

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	3,362	4,321	(959)	-22%	10,347	11,960	(1,613)	0%	12,577	(2,230)	-18%
Discharges	681	798	(117)	-15%	2,229	2,964	(735)	0%	2,657	(428)	-16%
Average Length of Stay	4.94	5.41	(0.48)	-9%	4.64	4.04	0.61	0%	4.32	0.32	8%
<b><u>Discharges</u></b>											
Medicare	240	279	(39)	-14%	743	883	(140)	0%	819	(76)	-9%
Medicare MC	47	43	4	9%	108	117	(9)	0%	103	5	5%
Medi-Cal	42	76	(34)	-45%	194	480	(286)	0%	344	(150)	-44%
Medi-Cal MC	272	279	(7)	-3%	867	1,051	(184)	0%	988	(121)	-12%
HMO/EEO	66	92	(26)	-28%	246	355	(109)	0%	326	(80)	-25%
Self-Pay	2	12	(10)	-83%	24	24	(0)	0%	40	(16)	-40%
Other	12	17	(5)	-29%	47	54	(7)	0%	37	10	27%
	681	798	(117)	-15%	2,229	2,964	-	0%	2,657	(428)	-16%
<b><u>Case Mix Index</u></b>											
Medicare	-	1.3575	(1.3575)	-100%	0.6833	1.3762	(0.6928)	0%	1.3073	(0.6240)	-48%
Medi-Cal	-	0.8922	(0.8922)	-100%	0.4466	0.8434	(0.3968)	0%	0.9467	(0.5001)	-53%
Overall	-	1.0314	(1.0314)	-100%	0.5009	1.0051	(0.5042)	0%	1.0319	(0.5310)	-51%
<b><u>Newborn Deliveries</u></b>											
	122	147	(25)	-17%	408	863	(455)	0%	631	(223)	-35%
<b><u>Observation</u></b>											
Patients	-	131	(131)	-100%	408	1,111	(703)	0%	783	(375)	-48%
Hours	-	3,072	(3,072)	-100%	5,359	26,064	(20,705)	0%	30,737	(25,378)	-83%
Equivalent days	-	131	(131)	-100%	223	1,111	(888)	0%	859	(636)	-74%
<b><u>Surgery Services</u></b>											
Inpatient Cases	122	196	(74)	-38%	409	654	(245)	0%	537	(128)	-24%
Outpatient Cases	237	483	(246)	-51%	883	1,548	(665)	0%	1,371	(488)	-36%
Total surgeries	359	679	(320)	-47%	1,292	2,202	-	0%	1,908	(616)	-32%
<b><u>Emergency Room</u></b>											
Visits	9,254	8,735	519	6%	24,801	27,765	(2,964)	0%	24,700	101	0%
Admits	677	584	93	16%	1,793	1,743	50	0%	1,518	275	18%
<b><u>Ancillary Services</u></b>											

**Tulare Regional Medical Center**  
Financial Statistics Summary  
March 31, 2017

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.	
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.				
Inpatient	Imaging Procedures	1,232	2,108	(876)	-42%	6,953	6,179	774	0%	6,206	747	12%
	Lab Tests	-	29,613	(29,613)	-100%	36,216	86,317	(50,101)	0%	92,612	(56,396)	-61%
OutPatient	Endoscopy Procedures	147	457	(310)	-68%	501	1,412	(911)	0%	968	(467)	-48%
	Lab Tests	-	51,054	(51,054)	-100%	55,128	148,813	(93,685)	0%	145,065	(89,937)	-62%
	Diag. radiology Procedures	876	7,377	(6,501)	-88%	8,575	21,251	(12,676)	0%	20,712	(12,137)	-59%
	Nuclear Medicine Procedures	9	89	(80)	-90%	86	300	(214)	0%	185	(99)	-54%
	MRI Procedures	68	337	(269)	-80%	439	1,085	(646)	0%	901	(462)	-51%
	Ultrasound Procedures	326	1,785	(1,459)	-82%	2,448	5,367	(2,919)	0%	5,521	(3,073)	-56%
	CT Procedures	78	1,283	(1,205)	-94%	1,729	3,891	(2,162)	0%	3,911	(2,182)	-56%
Clinics	Primary Care Visits	3,505	3,723	(218)	-6%	10,232	11,275	(1,043)	0%	12,323	(2,091)	-17%
	Specialty Care Visits	706	1,952	(1,246)	-64%	1,992	5,947	(3,955)	0%	3,747	(1,755)	-47%
Home Health	Visits	583	290	293	101%	1,807	2,457	(650)	0%	2,048	(241)	-12%
Staffing	Paid FTE's	408	379	29	8%	413	379	34	0%	397	16	4%
	Productive FTE's	362	347	15	4%	365	347	18	0%	353	12	3%
	Paid FTE's/AOB	4.43	3.87	0.56	14%	4.85	3.97	0.88	0%	4.23	0.62	15%
	Worked FTE's/AOB	3.93	3.54	0.39	11%	4.29	4.08	0.22	0%	4.15	0.14	3%
Revenue/Costs	OP Revenue/Adjusted Discharge	13,950	9,529	4,421	46%	7,460	9,659	(2,199)	0%	10,090	(2,630)	-26%
	Cost/Adjusted Discharge	12,062	8,504	3,559	42%	7,836	8,779	(943)	0%	9,367	(1,532)	-16%
	Net Operating Gain/(Loss) \$	2,922,112	2,179,498	742,614	34%	485,314	5,768,704	(5,283,391)	0%	4,279,642	(3,794,329)	-89%
	Net Operating Gain/(Loss) %	13.5%	10.8%	2.8%	26%	0.9%	9.2%	-8.2%	0%	7.2%	-6.2%	-87%

Tulare Regional Medical Center  
Financial Statistics Summary  
June 30, 2017

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b><u>Inpatient Utilization</u></b>											
Acute Patient Days	3,082	3,477	(395)	-11%	13,429	15,437	(2,008)	-13%	16,257	(2,828)	-17%
Discharges	713	871	(158)	-18%	2,942	3,835	(893)	-23%	3,373	(431)	-13%
Average Length of Stay	4.32	3.99	0.33	8%	4.56	4.03	0.54	13%	4.40	0.17	4%
<b><u>Discharges</u></b>											
Medicare	255	265	(10)	-4%	998	1,149	(151)	-13%	1,082	(84)	-8%
Medicare MC	44	59	(15)	-25%	152	176	(24)	-13%	137	15	11%
Medi-Cal	53	117	(64)	-55%	247	597	(350)	-59%	405	(158)	-39%
Medi-Cal MC	265	292	(27)	-9%	1,132	1,342	(210)	-16%	1,236	(104)	-8%
HMO/EEO	81	109	(28)	-26%	327	464	(137)	-30%	415	(88)	-21%
Self-Pay	8	14	(6)	-43%	32	39	(7)	-17%	50	(18)	-36%
Other	7	15	(8)	-54%	54	69	(15)	-21%	48	6	13%
	713	871	(158)	-18%	2,942	3,835	(893)	-23%	3,373	(431)	-13%
<b><u>Case Mix Index</u></b>											
Medicare	0.8940	1.7933	(0.8993)	-50%	1.2884	1.4005	(0.1121)	-8%	1.3287	(0.0403)	-3%
Medi-Cal	1.1070	0.8148	0.2922	36%	1.0178	0.8434	0.1744	21%	0.9509	0.0669	7%
Overall	0.9640	1.1373	(0.1733)	-15%	1.1191	1.0176	0.1015	10%	1.0527	0.0663	6%
<b><u>Newborn Deliveries</u></b>											
	120	276	(156)	-57%	528	1,139	(611)	-54%	750	(222)	-30%
<b><u>Observation</u></b>											
Patients	-	131	(131)	-100%	408	1,432	(1,024)	-72%	1,004	(596)	-59%
Hours	-	3,072	(3,072)	-100%	5,359	33,624	(28,265)	-84%	41,508	(36,149)	-87%
Equivalent days	-	131	(131)	-100%	223	1,432	(1,209)	-84%	1,114	(891)	-80%
<b><u>Surgery Services</u></b>											
Inpatient Cases	119	205	(86)	-42%	528	859	(331)	-39%	672	(144)	-21%
Outpatient Cases	260	488	(228)	-47%	1,143	2,036	(893)	-44%	1,787	(644)	-36%
Total surgeries	379	693	(314)	-45%	1,671	2,895	-	-42%	2,459	(788)	-32%
<b><u>Emergency Room</u></b>											
Visits	6,606	8,888	(2,282)	-26%	31,407	36,653	(5,246)	-14%	32,605	(1,198)	-4%
Admits	482	558	(76)	-14%	2,275	2,301	(26)	-1%	2,000	275	14%

Tulare Regional Medical Center  
Financial Statistics Summary  
June 30, 2017

	Current Month				Year-to-Date				Prior year YTD	Increase/ (Decrease)	% Chg.
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.			
<b>Ancillary Services</b>											
<b>Inpatient</b>											
Imaging Procedures	1,536	2,005	(469)	-23%	6,786	8,184	(1,398)	-17%	7,935	(1,149)	-14%
Lab Tests	20,608	28,538	(7,930)	-28%	96,601	114,855	(18,254)	-16%	120,246	(23,645)	-20%
<b>OutPatient</b>											
Endoscopy Procedures	143	447	(304)	-68%	644	1,859	(1,215)	-65%	1,215	(571)	-47%
Lab Tests	45,616	49,199	(3,583)	-7%	185,331	198,012	(12,681)	-6%	193,163	(7,832)	-4%
Diag. radiology Procedures	7,230	6,945	285	4%	24,728	28,196	(3,468)	-12%	27,527	(2,799)	-10%
Nuclear Medicine Procedures	45	81	(36)	-44%	206	381	(175)	-46%	252	(46)	-18%
MRI Procedures	333	372	(39)	-10%	1,009	1,457	(448)	-31%	1,162	(153)	-13%
Ultrasound Procedures	1,979	1,747	232	13%	7,274	7,114	160	2%	7,343	(69)	-1%
CT Procedures	1,373	1,284	89	7%	5,219	5,175	44	1%	5,202	17	0%
<b>Clinics</b>											
Primary Care Visits	3,021	4,009	(988)	-25%	13,253	15,284	(2,031)	-13%	16,746	(3,493)	-21%
Specialty Care Visits	653	1,715	(1,062)	-62%	2,645	7,662	(5,017)	-65%	4,669	(2,024)	-43%
<b>Home Health</b>											
Visits	307	872	(565)	-65%	2,114	3,329	(1,215)	-36%	2,579	(465)	-18%
<b>Staffing</b>											
Paid FTE's	488	379	108	29%	350	379	(29)	-8%	399	(49)	-12%
Productive FTE's	400	347	53	15%	342	347	(5)	-1%	357	(14)	-4%
Paid FTE's/AOB	4.43	4.43	0.00	0%	4.36	4.07	0.29	7%	4.32	0.04	1%
Worked FTE's/AOB	3.93	4.05	-0.13	-3%	4.27	4.32	(0.06)	-1%	4.44	(0.18)	-4%
<b>Revenue/Costs</b>											
OP Revenue/Adjusted Discharge	9,058	10,250	(1,192)	-12%	9,044	9,807	(763)	-8%	10,464	(1,419)	-14%
Cost/Adjusted Discharge	15,223	9,688	5,535	57%	10,551	8,984	1,568	17%	9,747	804	8%
Net Operating Gain/(Loss) \$	6,195,168	9,722,844	(3,527,676)	-36%	6,195,168	9,722,844	(3,527,676)	-36%	6,133,137	62,031	1%

TULARE REGIONAL MEDICAL CENTER  
Balance Sheet for the period ended 6/30/2017  
unaudited

	This year	Last year	Increase/ (Decrease)	Inc/(Dec) percentage
Current assets:				
Cash and cash equivalents	\$2,088,851	\$11,404,417	(\$9,315,566)	(81.7%)
Ltd use assets avail for curr debt srv	6,166,780	6,044,283	122,497	2.0%
Patient accounts receivable:				
Gross pt accounts receivable	81,064,255	51,672,852	29,391,403	56.9%
Contractual allowances	(54,242,881)	(37,412,314)	(16,830,567)	45.0%
Provision for bad debts & charity	(1,926,793)	(3,166,079)	1,239,286	(39.1%)
Net pt accounts receivable	24,894,581	11,094,459	13,800,122	124.4%
Other receiv. & phys. advances				
Tax revenue receivable	6,324,648	6,726,543	(401,895)	(6.0%)
Misc receivables	23,107,256	15,882,788	7,224,469	45.5%
Physician advances	267,700	264,477	3,223	1.2%
Total other receivables	29,699,604	22,873,808	6,825,797	29.8%
Inventories	1,170,647	1,206,593	(35,945)	(3.0%)
Prepaid expenses & deposits	740,469	789,846	(49,378)	(6.3%)
Total current assets	64,760,932	53,413,406	11,347,527	21.2%
Assets limited as to use:				
GO bond construction fund	-	-	-	0.0%
Restricted trust funds, other	5,372,456	5,498,312	(125,856)	(2.3%)
Total limited use assets	5,372,456	5,498,312	(125,856)	(2.3%)
Capital assets:				
Land & land improvements	3,301,871	3,301,871	-	0.0%
Bldgs & bldg improvements	45,382,391	44,849,285	533,106	1.2%
Leasehold improvements	607,391	607,391	-	0.0%
Major movable equipment	38,262,991	35,893,909	2,369,083	6.6%
Construction in progress	142,236,501	138,188,920	4,047,581	2.9%
Gross capital assets	229,791,145	222,841,376	6,949,770	3.1%
Accumulated depreciation	(64,019,159)	(62,922,112)	(1,097,048)	1.7%
Net capital assets	165,771,986	159,919,264	5,852,722	3.7%
Bond issuance costs & other assets	450,941	585,183	(134,242)	(22.9%)
Intercompany receivable	-	401,418	(401,418)	(100.0%)
<b>TOTAL ASSETS</b>	<b>\$236,356,315</b>	<b>\$219,817,583</b>	<b>\$16,538,733</b>	<b>7.5%</b>
Current liabilities:				
Current maturities of debt borrowings	\$2,072,413	\$2,082,684	(\$10,271)	(0.5%)
Accounts payable	19,675,741	13,473,820	6,201,921	46.0%
Other accrued liabilities	7,014,366	5,184,360	1,830,007	35.3%
Accrued payroll & related liabilities	-	8,056	(8,056)	(100.0%)
Est current 3rd party payor settlements	34,319	(563,808)	598,127	(106.1%)
Self insurance program accrual	440,000	180,000	260,000	144.4%
Total current liabilities	29,236,839	20,365,112	8,871,728	43.6%
Long-term liabilities:				
Deferred revenue	5,482,558	5,729,564	(247,006)	(4.3%)
Debt borrowings, net of curr maturities	99,932,991	100,950,448	(1,017,457)	(1.0%)
<b>TOTAL LIABILITIES</b>	<b>134,652,388</b>	<b>127,045,124</b>	<b>7,607,265</b>	<b>6.0%</b>
Net assets:				
Retained Earnings	95,507,495	82,648,355	12,859,141	15.6%
Increase in net assets	6,196,432	9,722,686	(3,526,254)	(36.3%)
Total net assets	101,703,927	92,371,041	9,332,886	10.1%
Intercompany payable	-	401,418	(401,418)	(100.0%)
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$236,356,315</b>	<b>\$219,817,583</b>	<b>\$16,538,733</b>	<b>7.5%</b>

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